

The NATIONAL UNDERWRITER

Life Insurance Edition



notice any resemblance?



Like father like son, the saying goes. So it's not unusual that the father and son pictured above—George Pflanz, Jr., and George Pflanz III—would have the same

interests. In their work as well as in their play they share a mutual understanding. Yes! The Pflanz's of Des Moines are another famous Union Central father-son team.

George Pflanz, Jr., joined The Union Central Life Insurance Company in 1911. Forty years add up to quite a record of service in the insurance field. And on the record stand years of service to the community as well.

His son, George Pflanz, III, became a Union Central representative in 1945 and was recently appointed Manager of the Company's Agency at Des Moines.

"One of the things that will always stand out in my mind," says George Pflanz, III, "is the wonderful time I had as a boy. Dad was always able to make our life at home something very special. My hope for my own children is that I will be able to give them the same advantages—the same sense of happiness that Dad always provided for me."

No wonder George Pflanz III, was eager to follow in his father's footsteps. Union Central not only provides its agents with the opportunity for financial security while active, but assures them of liberal retirement and pension arrangements.

An alert, co-operative Home Office aids the men in the field with modern sales tools, made constantly more effective by research and testing. And, of course, Union Central offers a policy to meet every life insurance need from birth to age 70.

Since 1867, generation after generation of life insurance agents have achieved success and security in The Union Central Life Insurance Company.

**The Union Central
Life Insurance
Company**

CINCINNATI, OHIO



FRIDAY, AUGUST 10, 1951

1951 National Quality Award Winners

...for Distinguished Service

Indicative of the high caliber of Ohio National career underwriters is the increased and growing number of our field associates in all sections of the United States who, during the past year, have earned the National Quality Award, an honor accorded to only those who meet the high professional standards set by The Life Insurance

Agency Management Association and the National Association of Life Underwriters. Congratulations are due the following Ohio National representatives for doing a superior job of serving the best interests of our policyowners and for bringing added prestige to themselves and to the Company they represent.

Grant Westgate, Superintendent of Agencies



CLIFFORD S. ASPEGREN, Chicago, Illinois

***SAMUEL C. BABER, West Jefferson, Ohio**

SAMUEL S. BLISS, Erie, Pennsylvania

ALFRED S. BRENNAN, Saginaw, Michigan

CHARLES H. BRITTAN, Alliance, Nebraska

HAROLD C. BROGAN, Lansing, Michigan

***DON D. BROWN, Columbus, Ohio**

JOHN B. CARLIN, Detroit, Michigan

GUY CHIESMAN, Spokane, Washington

***J. ROBERT COLE, Los Gatos, California**

JAMES E. DUFFY, Cincinnati, Ohio

***JONAS K. EBY, Hagerstown, Maryland**

C. TED ERLICH, Alliance, Ohio

STANLEY R. FRITTS, Manchester, New Hampshire

HAROLD C. HILL, Sandusky, Ohio

CLYDE W. HINES, West Milton, Ohio

FRED E. KRAMER, Erie, Pennsylvania

ROBERT C. KREITLER, Erie, Pennsylvania

***H. R. (MICKEY) LINDENBERGER, York, Pennsylvania**

CARL W. MASON, Jackson, Michigan

***EMMETT W. MILLHOLLAND, Columbus, Ohio**

HAROLD M. NOAKER, Canton, Ohio

WALTER S. PHELPS, Detroit, Michigan

ROBERT L. PHILLIPS, Pontiac, Michigan

HAROLD M. RADWICK, Flint, Michigan

LOREN C. RIDER, Harrisburg, Pennsylvania

VIRGIL E. ROUSE, Minneapolis, Minnesota

GEORGE S. SEVERANCE, Chicago, Illinois

***JAMES T. SIMPSON, Eldon, Missouri**

WALTER M. STRAW, Marysville, Pennsylvania

EDWARD M. SVOBODA, Omaha, Nebraska

GEORGE H. SWEENEY, Centre Hall, Pennsylvania

VERN E. TEMPLETON, Lima, Ohio

WRAY R. TROUTWINE, Columbus, Ohio

***NORM J. TSCHANTZ, Canton, Ohio**

***KEN B. WADE, Lancaster, Pennsylvania**

***GEORGE W. WEITZEL, Camp Hill, Pennsylvania**

DAVID J. WILLIAMS, Pittsburgh, Pennsylvania

*Has earned the Quality Award five or more years.

THE OHIO NATIONAL LIFE INSURANCE COMPANY

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C.L.U. Institute Success Prompts Plans for 2 in '52

Record Gathering Told of Latest Developments in Individual, Mass Coverage

By DONALD J. REAP

STORRS, CONN. — New highs in student attendance and satisfaction with a superbly managed and carefully planned program marked the sixth annual C.L.U. institute held at the University of Connecticut.

This year, for the first time, the two-week program was split, the second week being devoted to mass coverages. The faculty for the group discussions was as outstanding as it has been for the advanced ordinary underwriting fraternity since the first institute in 1946. Almost 100 students participated in the seminar, 46 of them staying through the two weeks, while two different groups of about 25 stayed for the one week that best suited their interest.

Ackerman in Versatile Role

The institute is sponsored by the American Society of C.L.U. and conducted by the school of business administration of the university, of which the dean is Laurence J. Ackerman. In addition to appearing as a lecturer, he is able to arrange the best of facilities for the comfort of the students. Seemingly, he, or his assistant, Samuel McMillan, even have an "in" with the weatherman in the area. The bright sunny weather lent a helping hand to the evening and weekend recreation efforts.

The success of this year's program has encouraged hopes for two such meetings next summer, according to Carl M. Spero, New York, 1st vice-president of the society. Should only one be held, it may be decided to locate it in the midwest where west coast students would not have so great a distance to travel.

Program Changes

The individual insurance phase of the institute each year has some similarity to the year before. Yet one student, Ralph E. Ardoff, Metropolitan Life, Danvers, Mass., has attended the program every year. Many have attended three or more meetings. The evening "bull sessions" and the informal discussions provide as much education as the lecture hours, especially since the lecturers usually stay on over night and take on any and all questions that the most erudite, the most doubtful, or the most argumentative C.L.U. can think of.

Then, for example, there is a development of thought at these meetings which, upon reconsideration, finds even the experts changing their minds. Speakers one year have come back again to say that they think differently now.

Students this year, for instance, found that Denis B. Maduro, New York atorney and unofficial "dean" of the institute, has altered the views he formerly had about both deferred compensation and stock retirement plans. Last year, students were advised that the Emeloid case cast doubt upon the advisability of certain kinds of stock purchase plans funded by life insurance. Now the legal profession generally

Runoff Necessary in Miss. Primary

On the basis of early returns from the Mississippi primary Tuesday to select a candidate for insurance commissioner to succeed Jesse L. White, who was not a candidate for reelection, a runoff will be necessary between Walter Dell Davis and Isham Beard. It will be held Aug. 28. Charles E. Oxford and Hugh Allen Boren apparently have been eliminated.

Mr. Davis is a graduate of University of Mississippi and its law school. He was for several years chairman of the workmen's compensation commission.

Mr. Beard is a retired field man for Aetna Fire. He was in the business nearly 40 years and is a past president of Mississippi state rating bureau.

Mr. Oxford has been a prominent life insurance agent at Jackson more than 20 years. He is a colonel on Governor Wright's staff and is 50 years of age. He is general agent of National Equity Life.

Mr. Boren for 16 years was with the claim department of Aetna Casualty. He is a lawyer, state senator and secretary of the senate finance committee. He advocates return of a greater proportion of the premium tax to maintain municipal fire departments.

seems to have less fear of potential tax upsets evolving from them. The Emeloid case has been turned by the federal court of appeals from a possible boomerang into a legal endorsement of key-man coverage.

Lawyers countrywide may gradually be changing their attitude from one of why something can't or ought not to be done to how such an insurance plan legally can be arranged. Ideas derived from institute discussions are helping to spread this philosophy so helpful to life insurance agents.

The institute isn't by any means a sales congress. It tends to be a thorough analysis of business insurance, estate planning and group insurance problems. The sales applications of the knowledge acquired are left to the student. Frequently these are picked up in off hour talk-fests. The student body includes such men as John Todd of Chicago and John D. Marsh, Lincoln National, Washington. Thus the highest caliber men in the business can be approached in a friendly spirit for a discussion of how to handle such and such a problem. The answers have in the past proved to be worth the tuition price many times over.

The impact of group coverages and mass pensions on ordinary was recognized in the preparation of the class schedule.

BUSINESS TRENDS

An analysis of various life insurance trends was presented by Charles J. Zimmerman, managing director of L.I.A.M.A. He pointed out that the movement of the farm population to the urban areas is being countered by a new movement of the populace from the cities to smaller towns and suburbs. More than 54% of the persons earning more than \$5,000 a year live in towns of less than 50,000 population.

The white-collar man, target market of the '30s, is rapidly heading toward extinction as an insurance buyer. As to his income, in any event, he is falling behind the blue-collar man. Mr. Zimmerman said that neither the ordinary nor the combination agent are reaching this new commission dollar source with life insurance. The only groups that

Wilde Nominee for A.L.C. President

Frazar B. Wilde, president of Connecticut General, has been named by the



Frazar B. Wilde

nominating committee of American Life Convention as its choice for election as A.L.C. president at the annual meeting at Toronto Oct. 9-12. Mr. Wilde, if elected, will succeed Cecil Woods, president of Volunteer State Life, who serves until the close of the annual meeting.

The nominating committee also included five nominees for members of the executive committee. Slated to succeed themselves for three-year terms are F. W. Hubbell, president of Equitable Life of Iowa; Ralph R. Lounsbury, president of Bankers National Life, and H. P. Skoglund, president of North American Life & Casualty. Also nominated for a three-year term is Powell B. McHaney, president of General American Life. Frederick D. Russell, president of Security Mutual Life of Binghamton, was nominated to complete the term of George Avery White, president of State Mutual Life, resigned.

The nominating committee met in Chicago on June 20 to make their selections. Formal balloting on the nominations will take place at the executive session of the annual A.L.C. meeting on Wednesday afternoon, Oct. 10.

Members of the nominating committee are: Leland J. Kalmbach, president of Massachusetts Mutual, chairman; Laurence F. Lee, president of Peninsular Life; Charles G. Taylor, Jr., president of Metropolitan Life; Howard S. Wilson, president of Bankers Life of Nebraska; and W. Ralph Jones, president and actuary of National Fidelity Life.

Article Taking Issue With "213" Story to Run Aug. 17

Next week The National Underwriter will carry an article setting forth the views of those who disagree with the viewpoint expressed in last week's article on the political hurdles facing efforts to revise section 213, the expense limitation provision of the New York insurance law. It will vigorously take issue with many of the opinions quoted in the earlier article.

are matching the earnings progress of the blue-collar men are professional men, executives, and farmers.

Another development, he said, has been a 19% decrease in the number of lives written in the last five years. Term insurance, he observed, has risen in popularity and usage since 1942. It has replaced whole life as the most commonly issued form, running to some 36% of new issues, being followed by whole life at 34%, and limited pay at 14%.

Life insurance is not getting a proportionate share of the greater national income. It may be losing some of it to the A. & H. coverages. By way of consolation, however, Mr. Zimmerman mentioned that life companies are writing 70% of the A. & H. volume.

Fewer Agents, Fewer Calls

Among the other trends he noted was that a decreasing number of agents are making fewer calls but selling

(CONTINUED ON PAGE 14)

Wage Board Sets Up Pension and Welfare Advisory Committee

Tripartite Group to Draft Regulations Covering Fringe Benefits

By HENRY HALLAM

WASHINGTON—A special six-man tripartite advisory committee named by the wage stabilization board, to develop a stabilization policy on health, welfare and pension programs held its first meeting here Monday.

Economic Stabilization Administrator Johnston requested the wage board to prepare regulations on these subjects and "other fringe benefits."

Representing the public on the committee are Wilbur Cohen, technical adviser to Social Security Commissioner Altmeyer, and John McConnell of Cornell University's school of industrial and labor relations, now on leave and serving as co-director of the Twentieth Century Fund's study of pensions; from industry, G. Gilson Terriberry, New York insurance and pension consultant, and James H. Robins, president American Pulley Co., Philadelphia; labor, Carl Huhndorff, research director International Assn. of Machinists, and Harry Becker, United Auto Workers insurance and pension department chief.

Louis H. Solomon of the WSB staff is executive assistant to the panel.

Take Up Pensions First

It was announced the panel would devote attention first to developing recommendations to the wage board concerning pensions, and would later consider health and welfare programs. This was surprising to some life insurance and pension representatives, as they had expected that the panel would first tackle health and welfare, as that was believed to be a more logical procedure.

It was also announced the panel will work closely with a wage board committee composed of Benjamin Aaron, public member, Alexander R. Heron and Richard P. Doherty, industry members, and Harry C. Bates and John W. Livingston, labor members.

Administrator Johnston wrote the wage board in part as follows:

"Under regulation 6, health, welfare and pension plans, as well as other fringe benefits, which have been agreed to in the past, are not counted as part of the allowable 10% increase, but fringe benefits agreed upon in the future must be offset against the 10%.

"Health, welfare and pension benefits in general do not constitute payments which in fact compensate for increases in the cost of living. Nor do they add to the purchasing power of workers and thus to inflationary pressures.

"These benefits are a form of saving and to that degree are non-inflationary. Furthermore, it is difficult to evaluate the cost of these plans accurately in terms of dollars and cents. Such an attempt would only result in confusion."

Life insurance interests in general agree with Johnston that pension plans plans generally are not inflationary in effect. Johnston's letter continued:

"For these reasons, I request the (CONTINUED ON PAGE 14)

Too-Large Units Hamper Efficient Operation

Studies by O'Toole
Associates Show How
to Gain Efficiency

By KENNETH O. FORCE

NEW YORK — One result of subdividing an organization such as an insurance company into small enough units for efficient functioning is a reduction in the cost of doing business. Such subdivision, however, must be developed carefully and must be accompanied by successful development of leadership among employees throughout the organization.

Several examples of expense saving are given below. They are taken from experiences of life and A. & H. insurers that have in operation continuing programs of training employees as supervisors and department heads in leadership.

Selected by O'Toole Associate

The examples were selected by E. F. and Ray O'Toole from the experience of O'Toole Associates, management consultants, who have worked exclusively in the insurance field for many years. They are based on work the O'Tooles themselves have done or observed. The principles and practices of good management in insurance which they have been applying for years to the insurance business, have now been embodied in a standard supervisory training program designed specifically for insurance operations. This program has been used successfully by 11 insurers.

The best results are obtained by a continuing program of training. Chief among those results are establishment of good organization in departments and sections, reduction and control of expenses, simplification of procedures, setting up work performance standards, improvement of forms and records and better office procedures.

Duplicate Records Kept

In one company, after training, a supervisor in the treasurer's department and another in the comptroller's department found they were duplicating certain cost records. The result was elimination of two jobs in the treasurer's department that paid for the entire cost of the training several times over.

The important thing, the O'Tooles have found, is that all supervisors in a company are alerted to the need of attending to good organization principles and the need for expense control.

In another company the supervisor in charge of premium and commission accounting learned why his department was having difficulties. The reason was that too many people, 22, were reporting directly to him. There was himself and a mob, so to speak. He divided his organization into three subdivisions, each having five to seven persons reporting to a sub-supervisor. Seven is about the maximum number that one person can supervise efficiently, unless the work is extremely routine.

OVERNIGHT CHANGE

The department staff formerly experienced a great deal of bickering, ran up a lot of overtime, received too many complaints from agents on statements, and had a record of turnover much too high. Almost overnight the personnel stopped fighting, overtime sharply de-

creased, and agents' complaints practically disappeared.

This case illustrates the soundness of the management principle that with proper and adequate supervision, a company tremendously improves its clerical efficiency. Insurance clerks consist mostly of youngsters, few of whom plan to make clerical work a career. Most of the girls are waiting to get married. Few are of the sort the company would be able to develop into supervisors. Yet it takes surprisingly few supervisors to run even a large company and to handle efficiently large numbers of people, provided there is the proper subdivision.

Pyramid System Best

For example, let us suppose in a large company the president has five senior officers reporting to him. Each of five officers has five junior officers reporting to him—25. Each junior officer has five department heads reporting to him—125. Each department head has five section heads reporting to him—625. Each section head has five clerks reporting to him—3,125. Including senior officers, this structure could accommodate a total of 3,906 employees, all under close supervision.

With an organization divided in this way, efficiency and production increase, far more than enough to offset the supervisory expense added by establishment of this kind of organization.

In another company a group of women set up a work measurement program of their own, following the models in the training course. Over a 12-month period, there was an increase in production, where comparison was possible, of 12% to 22%. For example, they set up a central stenographic pool with work standards set by cylinder count. In a year they boosted the total output 20% with two less girls.

Another company had a geographic index file on policyholders for 40 years,

as well as an alphabetical file. When the company received an A. & H. claim, it was routed to the geographic file and the claim was noted on the card. The claim then went to the alphabetical file for similar noting. Finally it headed for the claim department. After the claim was paid, a clerk went back to the two files, geographic and alphabetical, to note that the claim had been paid.

The supervisor of the five girls in the geographic file section asked herself, "Why have it at all?" Why note the claim on geographic and alphabetical file? No one ever uses either one. The accounting department certifies that the policy was in force at the time of the accident. The result was the elimination of the geographic file in toto. One girl also was eliminated from the alphabetical file section.

FORMS ANALYZED

One objective of this training course is to teach designing and analyzing of forms. This permits better control of forms and their use. The agency department of one company kept complete production records for agency department on three production clubs. Identical information was put on three cards, one for each club, though it was not entered in the same place on the card in each case. The information was required quarterly. As a result of the training in forms analysis, the supervisor suggested they revise the card and use a record with snap-out carbons. These then could be filed in a standup file with the record containing the most complete information on the top. Wax spot forms were employed so the lesser information only could be reproduced on the bottom forms. As a result of this

(CONTINUED ON PAGE 16)

PAPERS ATTACK VIEHMANN Insurance Business Is Victim in Ind. Political Fight

The insurance business in Indiana has a feeling of being caught in the middle as the Republican party begins campaign maneuvers to regain the state house it lost when Gov. Henry Schricker swept the Democrats into state power in 1934.

The two major Indianapolis papers with heavy out-state circulation, both owned by Publisher Eugene Pulliam, said to be interested in becoming political influence in the state. They have opened an all-out attack on the incumbent state administration, recently concentrating on the insurance department under Frank J. Viehmann.

Among other things, the case of small assessment company at Richmond, Ind., which has been in financial difficulties, has been played up by the Pulliam papers in front-page stories. Indiana insurance men feel that the case has received publicity all out of proportion to its true importance and to the detriment of the regular insurance business in the state.

"On the strength of its pure news value, the story rates a couple of paragraphs on page 8," one observer remarked.

Nevertheless, one of the Pulliam papers has given it as much as two column heads on the front page because, as the paper reports the case, it might appear to the public that the commissioner has not acted competently thus reflecting on the state administration.

Gives Business Black Eye

Since the public in general doesn't know the difference between the regular insurance business and some of the fringe elements, the prominence this story has been given for political reasons tends to give the whole business a black eye.

Indiana Life Underwriters' Assn., one of the strongest of the state associations, has thrown its support with the commissioner, contending that his actions in the Richmond case have been proper and in the interest of the public. As fast as adverse stories break in Indianapolis or Richmond papers, the association shoots in a release supporting the commissioner. These releases attempt to work in an explanation of the difference between assessment companies and the regular insurance business.

In Indianapolis, the association has had particularly good breaks for its releases, inasmuch as the third paper in the city is feuding with the Pulliam papers and will regularly take any stand opposite to them.

Insurance regulation in Indiana labors under something of a disadvantage because of certain archaic provisions that the commissioner has not been able to get changed.

One of the handicaps is a set of laws passed in 1897 which somewhat tie the hands of the insurance department when it comes to effective regulation of assessment companies. The Richmond company now in trouble was organized under these laws.

The other handicap is the existence of a number of "special charter" companies. These were granted legislative charters in the mid-1800s which are claimed to take them completely out of the jurisdiction of the insurance department. Commissioner Viehmann has attempted to get a law through the legislature to bring these companies under full department jurisdiction, but has been unable to have it passed to date.

While some companies under one of the other of these laws operate beyond reproach, difficulties with a few have previously arisen to plague the regular insurance business by implication.

The COMMONWEALTH Commentary

YOUR PREDICTION FOR THE FUTURE

Most of us are wary of guesses on the state of business tomorrow. There have been too many outstanding examples of convincing predictions—complete with charts, graphs and logic galore—that have turned out to be ridiculously wrong.

But most anyone who works for a life insurance company, underwriter or home office employee, knows with greater certainty what to predict for the future of his business than for most any other industry.

For permanence, we doubt that anyone will be able to devise a better method of protecting the future of the individual. For stability, the very nature of life insurance lends support to the assertion that it is as nearly depression proof as any other form of enterprise. For unlimited opportunity, the very fact that many father and son underwriting combinations are now selling to a "second" generation is a fair determination of the limitless market.

When you compare these characteristics to those of other businesses, we think you'll agree you're doing a fine personal job of predicting the future by making your career in the life insurance industry.

MORE THAN A HALF BILLION DOLLARS
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Agents Applying Pressure Against Brokerage Business

Some Agency Heads Forced to Choose Between Two Routes

There can be trouble at the crossroads for the agency head who is maintaining a full strength organization of full-time agents and at the same time is vigorously soliciting brokerage business. The crossroads can occur when the full-time agents come in to the boss and say, "Now, listen here, boss, you're a great general agent and all that, but which horse are you riding? Do you really believe that life insurance is best marketed through full-time professional life insurance men like us or through brokers who are at best part-timers in the life insurance business and many times are not even full-time general insurance men. If you'd eliminate all that fancy money you pay the brokerage supervisor and the expense account he's furnished, we full-timers might be able to get the new desks we need."

This is the kind of talk some full-time agents have been dishing up to their bosses in recent months. Sometimes the language is not as blunt, sometimes it is far blunter. Sometimes the full-time agents threaten to leave the agency unless the emphasis changes. Now and then they actually carry through this threat. The dilemma symbolized in the imaginary conversation above is a common one today. Even where as yet it has not reached a spoken stage, there are numerous agencies where the strain between brokers and full-time life insurance agents is growing. Of course, there has always been a certain rivalry there, but the greatly increased activity of brokers in the life insurance field has intensified the resentment of the life insurance men against the general brokers.

Bareback Rider

In the middle of the ring is the agency manager riding the two horses. Of course, there are many diplomatic, skilled and successful agency heads who are able to do a good job of brokerage selling and at the same time develop a fine full-time organization. But there the danger is run of putting too much weight on one foot. The psychological well-being of the full-time life insurance man is in the balance.

How have the managers been answering such questions? Some of them have been brought to deemphasizing their brokerage operations, others have cut down on their full-time operations or become purely brokerage agencies. On the score of sales philosophy, some of the agency heads bring out that the life insurance service offered through the broker representing their agency is as good as he could get anywhere. They bring up the fact that a full-time life insurance career man, the brokerage supervisor or the agency head, is an active participant in fitting life insurance to the broker's prospect. They add also that much of their brokerage business comes from full-time life insurance agents representing other companies.

The Brokerage Philosophy

There are those who have the philosophy that life insurance is no good unless it is spread and that spreading it any way possible, through the broker, or otherwise, is better than not having it sold at all. They do not feel that the broker is in direct competition with the life insurance agent.

Such arguments don't sway a number of people who regard themselves as upholding the American agency system.

The companies generally are not very helpful to the agency heads who seek advice in how to market their business. The companies would most certainly rather write business through a full-time agent than through a broker, but production is production. Some of the biggest agencies are big only because of brokerage.

The unofficial and so far largely individual protests of full-time life insurance people against brokers in the large city could lead to a revolution if not civil war in the life insurance marketing field.

Burt in Uniform; S. D. Commissioner Is Mitchell

PIERRE, S. D.—Don Mitchell, formerly of Brookings, S. D., has been named insurance commissioner for South Dakota to succeed George Burt who has been called into active service.

Gov. Anderson recently granted Mr. Burt a leave of absence for a 21-month tour of duty. Burt, who holds a major's rank, is now on the ROTC training staff at University of South Dakota at Vermillion. He had been commissioner since January, 1950.

Mr. Mitchell has been a deputy commissioner. He joined the state insurance department in 1937.

Wisconsin Holds Seminar

The University of Wisconsin seminar in advanced life underwriting was held this week for Wisconsin agents. The seminar included discussion of transfer of property at death, how the type of business affects the problems involved, special devices useful in transfer of property, and the life underwriter's place in the estate planning team. George Laiken of Milwaukee spoke at eight of the seminar sessions.

Why Termination Dividends?

Basis for Such Payments and Arguments Pro and Con Given

By ROY ROSENQUIST

Five large life companies, with about 40% of all ordinary insurance in force, are now paying special dividends upon surrender of maturity of certain classes of policies (and, in some of these companies, when policies become death claims) after they have been in force a specified period of years.

The payment of a termination dividend is an attempt to treat equitably those policyholders of sufficiently long standing who surrender their policies prior to or at maturity. As part of a company's annual earnings cannot normally be returned as a part of the regular annual dividends but must instead be retained in the company's surplus account as a provision against future contingencies, a terminated individual policy belonging to a class which has maintained a certain earning position may have accumulated surplus funds developed over a period of years attributable to it which are no longer needed. The equity between policyholders is more properly preserved by paying out termination dividends than would be the case if this same amount of money were distributed among all policyholders. Termination dividends permit a company to furnish protection at as reasonable a cost as is consistent with safety, while at the same time protecting the company against unfavorable conditions which may arise and cause unusual drains on surplus.

In one company (and other companies have had similar experiences), the rate of interest earned on investments started to fall about 20 years ago from the 5% level that had been reported in the immediately preceding period.

As interest rates continued to decline, to a low of about 2.75% in 1947, it became clear that, in spite of improved mortality and some expense savings, larger funds were going to be needed to mature old contracts that had been contemplated when these old contracts were issued. It accordingly strengthened reserves to a substantial extent over this period for outstanding contracts and adopted more and more conservative reserve bases for contracts newly issued. As interest rates started their recent rise, policyholders forced to surrender their insurance for cash were paid termination dividends (under certain conditions) as a way of returning to them their share of the excess of funds accumulated over guaranteed cash surrender values. For continuing policyholders annual dividends are calculated to recognize the larger funds actually accumulated.

The theory underlying termination dividends is stated in the New York insurance law. Section 207 of this law authorizes life insurance companies to accumulate and maintain a surplus for general contingencies. Section 216 provides that "any . . . company which in good faith apportion and distributes its divisible surplus . . . on an annual basis as dividends to all classes of policies and contracts entitled to share therein, may apportion and distribute all or any part of its accumulated surplus, in excess of its required minimum surplus, as a part of its dividends apportioned and distributed on an annual basis, or with the approval of the superintendent, at reasonable intervals with respect to any policy or contract or on its termination by death, maturity or surrender, as additional or extra dividends in an amount deemed by him not inequitable in proportion to the annual dividends paid in preceding years on such policies or contracts."

Conditions for Payment

Termination dividends are not paid if the policy is surrendered and the proceeds set up as a supplementary contract or if the policy is in force under a non-forfeiture provision for extended term or reduced paid-up insurance, as under such an arrangement the company continues to administer a contract and the need for surplus continues.

Obviously, termination dividends should not be large enough to act as an inducement to surrender. It is rarely to a policyholder's advantage to terminate a policy. Many old policies contain favorable features such as low guaranteed premium rates, settlement option tables guaranteeing high rates of interest and large life income payments to the beneficiaries, favorable disability clauses, etc. In the vast majority of cases, these old policies represent a better means of meeting a continuing insurance need than anything that can be obtained anywhere today.

The payment of a termination dividend may not necessarily contribute to encouraging a policyholder to surrender his policy any more than the payment of a cash value itself would encourage him to surrender. From one point of view, since the termination dividend is not payable until after the policy has been in force for a number of years, payment of a termination dividend would encourage a policyholder to keep his policy in force in order to receive a higher value later on.

No Guaranties Given

Each company paying termination dividends stresses in its dividend illustrations covering current policies that the dividends shown are in no way to be used or given out as guaranties or estimates of future results. Termination dividends may be increased or decreased, or may be eliminated entirely, or the conditions of eligibility may be

(CONTINUED ON PAGE 10)

Has to Win

As old as the business are the arguments as to the uses of the high pressure sale. The underwriter using high pressure excuses himself by claiming it a necessity, low pressure selling having failed.

The important thing is how the prospect feels about it. If he feels that the underwriter is using high pressure the prospect has a right to object to it. There are exceptions to all rules, but the rule is that the buyer wants to buy and not be sold. If the exception becomes the rule it is worse for the seller than it is for the buyer.

When the selling job goes over the edge of good acceptance the chances are that the salesman is working on the assumption that "he just has to win." The current expression that "he is one who just has to win" means that he is too insistent and too overbearing in argument.

The underwriter cannot indulge himself in the luxury of making it evident that he is going to win anything. That luxury may be evidence of a poverty of skill.

THE PENN MUTUAL LIFE INSURANCE CO.

MALCOLM ADAM

President

INDEPENDENCE SQUARE, PHILADELPHIA

Ye Olde Maine Almanac For 1951

Q. What's the best cure for laziness?



Mary Moore is a farmer's lass,
She's winsum as a pozy;
The chap who ketches Mary Moore,
Won't be no kuntry jasey.

A. Milking a cow on the run and living on the milk.

KRONOLLOGY

JAN FEB MAR APR MAY JUN JUL AUG SEPT OCT NOV DEC

RESOLVE - Sell Union Mutual Insured Savings Plan

SLIPPERY - Good time to sell Union Mutual Non-Can S & A

Income Tax Time - review of business reveals need for Business Insurance

SPRING - renewed vitality for selling Union Mutual Preferred Risk

Union Mutual Double Protection Plan sells easily

WEDDINGS - Need for Family Income

VACATIONS - Retirement Plans provide future vacations

Back to work - ideal Program - ming time

SCHOOL AGAIN - sell Union Mutual Juvenile Insurance

New Homes ready - Mortgage Retirement protects family

Group and Wholesale make fine Xmas gifts for employees

XMAS - Let the season be Merrie

HAISTI PUDDIN

When it comes to winning today's discerning insurance buyer, Union Mutual

representatives are in a desirable class by themselves. Theirs is a complete service.

They offer forms of life insurance to meet all needs, of course. And they are prepared, as well, to win the prospect with a unique series of non-cancellable, guaranteed

renewable sickness and accident policies.* Life sells Non-Can—Non-Can sells

Life. Both "sell" the Union Mutual man to better prospects — for better volume, better profits.

*Our Non-Can S & A policies offer incomes up to \$400 a month plus hospital, surgical and A. D. I. coverages.

UNION



MUTUAL

Life Insurance Company

ROLLAND E. IRISH, President

Founded in the Year 1848

Portland, Maine Home Office



flexible... Pacific Mutual's complete personal protection plans ARE flexible—more flexible; to sell in the first place, and to re-sell if the policy owner's needs change. One reason—they include ACCIDENT & SICKNESS DISABILITY INCOME.

Pacific Mutual

LIFE INSURANCE COMPANY
HOME OFFICE—LOS ANGELES, CALIF.
Doing business only through General Agencies located in 40 states and the District of Columbia



1868

DAY TO SCHNEIDER:

GIs Entitled to Protection Against Weak Insurers

Since the Defense department has not yet taken any action to require that both the company and the agent be licensed in the state where military installations are located, Insurance Director Day of Illinois, chairman of the special committee of the National Assn. of Insurance Commissioners that is handling this matter, has written to J. T. Schneider, director of personnel policies of the Defense department, again urging that the committee's recommendation for licensing both company and agent be followed.

Mr. Day points out that it is the committee's feeling that personnel on a military base are entitled to assume they are receiving the same protection as residents of the surrounding civilian community.

Entitled to Protection

"A military base, regardless of its status as ceded territory, undoubtedly relies upon local food and milk inspection facilities to assure purity of those items as delivered to the base from neighboring civilian sources," Mr. Day's letter continues. "It would seem that similar the state insurance departments should function to protect personnel on military bases in insurance transactions so far as the laws of the particular state apply to such transactions."

An earlier letter from Commissioner Gaffney of New Jersey pointed out to Mr. Schneider the danger of companies without adequate resources writing excessive amounts of non-war-clause business on military personnel. Mr. Gaffney stated that "it must be obvious to anyone who gives the subject a little thought that if the divisions wherein such insurance has been written in substantial amounts actually become engaged in a shooting war in which average losses of life occur, the insurance companies in question must throw up their hands and go into liquidation. Hence, we urge that what occurs is tantamount to a fraud because the men and women in the military service have no real need for this type of life insurance unless they face the danger of death in combat, yet if their divisions get into combat and death results, it is probable that what they purchased will be discovered by their beneficiaries to be virtually worthless."

Ray T. Compton Appointed

National Bankers Life of Dallas has appointed Ray T. Compton assistant home office manager. In addition to serving as assistant to Luke H. Graves, executive vice-president, Mr. Compton will be in charge of coordinating home office procedure and personnel policies. He has been with National Bankers since the first of the year. He has five years of insurance experience.

Honor Villar at Hartford

Hartford insurance executives gave a luncheon to honor Ceferino Villar, insurance commissioner of the Philippines, who was visiting companies there. He spoke on the problems his office encountered after the liberation of Manila during the last war.

Perrin C. Cothran, vice-president of Phoenix, acted as host for the Hartford companies, and L. C. Irvine, general manager American Foreign Insurance Assn., was toastmaster.

Commissioner Allyn represented the Connecticut department.

Continental Life of Toronto has adopted the following executive setup: Newton J. Lander, president; Walter F. Smith, vice-president and chairman; James Hunter, general manager; George Hunt, vice-president and secretary; and George P. Winship, treasurer.

Program for L.O.M. Annual Conference Is Announced

Many Important Topics Up for Discussion at Chicago Sept. 24-26

Life Office Management Assn. released an advance draft of the program for its annual conference at Chicago Sept. 24-26. The welcome by R. Wetterlund, president Washington National, at the first morning's session will be followed by the presidential address of Horace T. Polk, treasurer National Life & Accident. Other topics include: "Some Implications of the Current Economic Trends on Life Office Operations," by Donald B. Woodward, 2nd vice-president Mutual Life; "A 10 Year Development Program in Life Office Administration," by Howard D. man, comptroller New York Life, and "Development and Use of an Organization Manual for a Small Company" by Robert W. Edick, secretary Provident Life of N. D. At the general session that afternoon Noel S. Baker, vice president of John Hancock, will be chairman. Talks include: "Fast Reading Training Techniques for Clerical Workers," by William D. Glenn, director, and Harold C. Cash, psychologist of Reading Institute Testing Advancement Center at New York University; "Development and Use of a Simplified Ordinary Policy Form," by C. W. Catlin, assistant secretary Travelers; "Home and Field Office Practices and Procedures in Paying Death Claims," C. A. Henschel, assistant secretary National Life of Vermont, and "Selecting, Training and Supervision of Branch Office Cashiers," by Kenneth Bageant, managers cashiers division Equitable Society. The evening there will be a reception.

On Tuesday there will be a talk of interpretation of the wage stabilization act applicable to office personnel by Maynard Smith, member of the wage stabilization board.

Research Aspects to Be Described

Some research aspects of personnel administration will be described by a panel of members of the personnel administration committee. The panel program consists of: "Selection and Rating of Supervisors," Sterling T. Tooker, secretary personnel department Travelers; "Present Status of Employment Testing," Miss Marion A. Bills, assistant secretary Aetna Life; "Utilizing the Physically Handicapped in Life Offices," G. Egerton Brown, personnel executive Sun Life of Canada; "Orienting and Training Office Employees," James Greenwood, manager personnel department Massachusetts Mutual; "The Human Relations aspect of Life Office Management," Miss Louise M. Newman, personnel director Northwestern Mutual, and "Control of Absenteeism," by Paul W. Stewart, director of personnel services of Prudential. There will be a business meeting and another group luncheon.

At the industrial insurance seminar Tuesday the chairman is Francis J. Pinque, vice-president and comptroller of Colonial Life. Industrial insurance home office procedures will be discussed in addresses on "Industrial Policy Settlement Procedures" by Roger Mumford, assistant comptroller Equitable of Washington, D. C., and "Ordinary Commissions on a Level Payment Basis," by Everett J. Park, manager ordinary premium records division Prudential. Chairman of a panel discussion

(CONTINUED ON PAGE 15)

Guardian Business

Guardian Life's new premium business since disability. Its current been good and increased into throughout prompted a st other compar Some belie interest in a renewed issu by many com of course, experience of c disability in the many of the Not all com A. & H. are come but the the other. Disability i that by writi asking highe the underwri a company c cessfully. Guardian I \$10 million o income bene about 10% c probably beti tion eligib feature. It r a year and th volume of th writing the 4 or 5% of

23% of Elig In 1949 C premium ben eligible busi on 11%. Afte ago these fi In the seco had been ste and 23% for Eligible b standard bu to 50, on pl come may be write up to won't partici of monthly i it won't wri earnings, wit cupations. Guardian ability incom panies did. wasn't quite dividends on 17 years wit those issued

New Disability

The comp that it had about the m and knew h a larger vol than a year gram was la of the new a modern d in addition abilities. The modern clai of court de "Total disab insured result disease whic forming sub pertaining t other occup may be suite experience." A new sc and the aut on all stan 15 and 55 is cept where t clusion of th premium fo cancelled at waiver bene regular gro waiver prem

M. Guardian Doubles Disability Income Business in Year to 10% of Paid Volume

Guardian Life has practically doubled its new premiums on disability income business since it introduced its liberalized disability program in July, 1950.

Its current and earlier experience has been good and, in line with the greatly increased interest in disability coverages throughout the life business, has prompted a steady flow of inquiries from other companies.

Some believe that the industry-wide interest in A. & H. is a step toward renewed issuance of disability income by many companies. The big obstacle, of course, is the sad and sour experience of companies in the 1930s with disability income writings on which many of them are still losing heavily. Not all companies that are going into A. & H. are interested in disability income but the one line seems to follow the other.

Disability income advocates point out that by writing lower limits of income, asking higher premiums, and avoiding the underwriting mistakes of the past a company can write the business successfully.

Guardian Life expects to write about \$10 million of business with disability income benefits in 1951. This will be about 10% of its paid for volume and probably better than 20% of that portion eligible for the disability income feature. It represents about 1,500 lives a year and the figures are climbing. The volume of the other large companies writing the business is usually around 4 or 5% of paid for.

23% of Eligible Business

In 1949 Guardian issued waiver of premium benefits on about 50% of the eligible business and disability income on 11%. After the expansion of a year ago these figures jumped substantially. In the second quarter of 1951 the rate had been stepped up to 90% for waiver and 23% for disability income benefits.

Eligible business is the amount of standard business for males aged 15 to 50, on plans on which disability income may be written. The company will write up to \$250 monthly income and won't participate in any more than \$500 of monthly income protection. Normally it won't write any more than 50% of earnings, with variations for several occupations.

Guardian never did stop writing disability income when most other companies did. Its depression experience wasn't quite as bad. It now pays higher dividends on policies issued in the last 17 years with disability income than on those issued without it.

New Disability Definition

The company, in postwar years, felt that it had had sufficient time to think about the mistakes that had been made and knew how to sell and underwrite a larger volume of it. So after more than a year's study, the expanded program was launched. The main features of the new disability program include a modern definition of total disability in addition to the presumptive disabilities. The definition corresponds with modern claim practice and the trend of court decisions. The definition is: "Total disability is incapacity of the insured resulting from bodily injury or disease which prevents him from performing substantially all of the work pertaining to his occupation or any other occupation for which he is or may be suited by education, training or experience."

A new schedule of waiver premiums and the automatic inclusion of waiver on all standard issues between ages 15 and 55 is called for by the plan except where the insured asks for the exclusion of the waiver benefit. A separate premium for waiver is used which is cancelled at age 60. The cost of the waiver benefits is not included in the regular gross premium. The same waiver premiums and terms of cover-

age are available for women as for men.

There is a revised basis of disability income coverage providing a so-called maturity benefit at age 65 and a special cash refund option on a disabled life table for application of the maturity proceeds at the insured's option.

The program also calls for the issue of waiver and income disability benefits on all term forms with a provision for automatic conversion after disability to ordinary life and the carry over of all benefits to that form. Under this setup a term policy upon the occurrence of disability may, if disability lasts long enough, become transformed into an endowment at 65.

A unique feature carried over from previous practice is the payment of larger dividends on policies with disability income than on policies without it. The differential on dividends on policies with disability income currently is about 25% of the disability income premium, giving the company leeway in case experience turns bad and greatly reducing current net cost.

The coverage is written on an unexpectedly large number of industrial

classes. A few occupations are not accepted. For example, farmers are not written because of the difficulty of determining the extent of disability. Nor are army officers because of the unique armed services definition of total disability.

The agency department has been plugging the sale of disability income for the past year. Sales panels have been held on it at company conventions. Brokerage bulletins and advertising feature the coverage. The complete August issue of "Service," the company house organ, is devoted to it. Many sales aids on disability income have been issued. The company's agent training course has been modified to include a section on disability income as well as a sample sales interview on it. A sheet on disability income is included in Graph-Estate, the company's programming device. Agency officials talk up disability income on all of their field trips.

Brokerage Aspects

A number of Guardian agents have been using it as a door opener. In combination with term insurance it has considerable appeal for young men.

Agents have taken a liking to the coverage as the sales figures suggest. Their rejection rate is only 3% indicating that field isn't submitting very

many questionable applications for the coverage.

Brokerage disability income business has been developing slowly but surely. Even though Guardian, a New York company, specializes in the line, it is difficult to attract a broker's life business with it alone. Nevertheless it serves to attract some business and encourages the placing of other lines. Brokers are inclined to place their life business in the company they usually patronize. If they have a request for disability income they often go to an A. & H. company and write non-cancellable protection, writing the life business in their regular company.

On disability claims the company has a rehabilitation process whereby the insured is given some incentive to return to work. While he is getting back on his feet, or attempting to do so, the company will continue his disability income. If the experiment is successful, of course, the disability payments stop. But if it isn't the insured continues to receive his regular check. In fact, like other claimants, he now gets his Guardian disability income by mail in advance. The company sends out the checks so that they arrive before they are due. The insured is asked to hold the check until the due date. This avoids all problems of delayed payments.



750 Prudential men honored

In Recognition

of quality life underwriting service to the public as evidenced by an excellent record of maintaining in force and extending the benefits of life insurance —

750 PRUDENTIAL REPRESENTATIVES WILL RECEIVE
THE NATIONAL QUALITY AWARD THIS YEAR



The PRUDENTIAL INSURANCE COMPANY OF AMERICA

A mutual life insurance company.

Home Office:
Newark, N. J.

Western Home Office:
Los Angeles, Calif.

Canadian Head Office:
Toronto, Ont.

Disability Produces Widows, Too!

THEY'RE THE WOMEN who have to support themselves and their families, *plus* their husbands whose incomes vanished following an accident or illness, *plus* the husbands' life insurance programs.

You can't do much to help a woman who already is a disability widow. Even if her husband isn't permanently disabled, his recovery is always retarded from worry caused by lack of income.

But you can keep the wives of your clients from becoming disability widows. Occidental offers four ways to prevent this tragedy: Income Disability insurance (1) as part of the life insurance contract, (2) in combination with life insurance, (3) as a separate, individual policy, (4) Group coverage.

Occidental Life

INSURANCE COMPANY OF CALIFORNIA

W. B. STANNARD, Vice President



...a Star in the West

"WE PAY AGENTS LIFETIME RENEWALS... THEY LAST AS LONG AS YOU DO"

THERE ARE TWO WAYS TO BUILD AN AGENCY - -

1. With your own money . . .
2. With the company's money!

We offer you a chance to do it the second way — with our money . . .

. . . and here's what it means to our general agents in earnings—

10% of our general agents earn over \$15,000 . . . 25% earn more than \$10,000 . . . 60% earn more than \$8,000. In fact, the AVERAGE EARNINGS of general agents who have been with us 5 years or more are \$10,000 a year!

Operating in Ind., Ill., Iowa, Mich., Nebr., Ohio and Tenn.

ARE YOU INTERESTED?

Write in confidence to Randall G. Yeager, Agency Superintendent

LAFAYETTE LIFE INSURANCE COMPANY

Lafayette Life Bldg.

Lafayette, Indiana

Appointments to N.A.I.C. Committees Are Listed

Commissioner Frank Sullivan of Kansas, president of National Assn. of Insurance Commissioners, has announced the appointment of N.A.I.C. committees. The following includes all appointments of interest to life companies.

The association's formal activities for the year begin with the zone 6 meeting at Olympic hotel, Seattle, Sept. 10-11. Next comes the zone 2 meeting at Charleston, W. Va., Daniel Boone hotel, Sept. 27-28. The zone 3 gathering is set for Oct. 16-17 at Patten hotel at Chattanooga. Zone 5 will meet Oct. 18-19 at Skirvin hotel, Oklahoma City, and zone 4 Oct. 22-23 at St. Paul hotel, St. Paul. No meeting is planned for zone 1.

The midway meeting is scheduled for Dec. 2-6 at Hotel Commodore, New York City.

N.A.I.C. Executive Committee—Murphy, S. C., chairman; Allyn, Conn., vice-chairman; Knowlton, N. H.; Viehmann, Ind.; Leggett, Mo.; Bohlinger, N. Y.; Cheek, N. C.; Gwaltney, Ala.; Lange, Wis.; Dickey, Okla.; Maloney, Cal.; Sullivan, Kan., president; Martin, La., vice-president; Bowles, Va., secretary.

Special subcommittee reports to president—Stone, Neb., chairman; Bohlinger, N. Y.; Graves, Ark.

Blanks Committee—Robinson, O., chairman; Lange, Wis., vice-chairman; J. S. Hale, Tenn.; Earl L. Berger, Pa.; C. J. McCann, Fla.; Carl J. Suverkrup, Ind.; Charles B. Coulbourn, Va.; Russell O. Hooker, Conn.; Joseph F. Collins, N. Y.; George H. McAteer, Wash.; L. H. Sanford, Mich.; Clifford D. Spangler, Neb.; Francis T. McGovern, R. I.; W. Harold Bittel, N. J.; John H. Powell, Ill.; William Bruce, Cal.

Blanks subcommittee on fraternal blank—George H. McAteer, Wash., chairman; Charles C. Dubuar, N. Y.; Hartwell Hall, Conn.; Oscar Kottler, Pa.; M. G. McDonald, Mass.; Francis T. McGovern, R. I.; John H. Powell, Ill.; L. H. Sanford, Mich.

Blanks subcommittee on life blank—Russell O. Hooker, Conn., chairman; W. Harold Bittel, N. J.; Charles B. Coulbourn, Va.; C. J. McCann, Fla.; Chas. Lazarus, Pa.; George H. McAteer, Wash.; M. G. McDonald, Mass.; Francis T. McGovern, R. I.; William Bruce, Cal.; John H. Powell, Ill.; Julius Sackman, N. Y.; L. H. Sanford, Mich.; Clifford D. Spangler, Neb.

Blanks subcommittee on hospital and medical services blank—Earl L. Berger, Pa., chairman; W. Harold Bittel, N. J.; Chas. C. Dubuar, N. Y.; Russell O. Hooker, Conn.; L. H. Sanford, Mich.

Blanks subcommittee on assessment life and accident blank—Charles C. Dubuar, N. Y., chairman; Charles Lazarus, Pa.; John H. Powell, Ill.; L. H. Sanford, Mich.; Clifford D. Spangler, Neb.

Blanks subcommittee on revision of the fraternal blank—George H. McAteer, Wash., chairman; Charles C. Dubuar, N. Y.; Oscar Kottler, Pa.; Hartwell Hall, Conn.; John H. Powell, Ill.; L. H. Sanford, Mich.; Clifford D. Spangler, Neb.; M. G. McDonald, Mass.

Blanks subcommittee on life blank instructions—W. Harold Bittel, N. J., chairman; Charles C. Dubuar, N. Y.; Russell O. Hooker, Conn.; Charles Lazarus, Pa.; John H. Powell, Ill.; Clifford D. Spangler, Neb.

Blanks subcommittee on resisted claims study—William Bruce, Cal.; John H. Coppage, Md.

A. & H. Committee—Knowlton, N. H., chairman; Maloney, Cal., vice-chairman; Chesney, Md.; Crichton, W. Va.; Leslie, Pa.; Day, Ill.; Dickey, Okla.; Southall, Ky.; Apodaca, N. M.; Terry, Utah; Brown, Hawaii.

A. & H. subcommittee on Blue Cross and Blue Shield—Crichton, W. Va., chairman; Leslie, Pa., vice-chairman; Day, Ill.; Southall, Ky.

A. & H. subcommittee on minimum requirements, benefits, and fair trade practices—Stone, Neb., chairman; Day, Ill., vice-chairman; Allen, Tenn.

A. & H. subcommittee on A. & H. policy benefits in relation to premiums—John H. Wickstrom, Mich., chairman; W. Harold Bittel, N. J., vice-chairman; Joseph G. Thomas, Cal.; John H. Powell, Ill.; Max J. Schwartz, N. Y.

A. & H. industry committee on A. & H. on policy benefits in relation to premiums—C. O. Pauley, H. & A. Underwriters Conference; T. F. Schwartz, Bureau of A. & H. Underwriters; N. A. Ellis, Independent companies.

Examinations Committee—Bowles, Va., chairman; Allyn, Conn.; Allen, Tenn.; Day, Ill.; Graves, Ark.; Sullivan, Wash.

Examinations subcommittee on examinations practice and procedure manual revision—Zone 1, Russell O. Hooker, Conn., chairman; Julius Sackman, N. Y.;

W. Harold Bittel, N. J.; Zone 2, Oscar A. Kottler, Penn.; Glenn Waugh, John H. Coppage, Md.; Zone 3, C. J. McCann, Fla.; J. S. Voorhies, La.; E. Mashburn, Tenn.; Zone 4, L. H. Sanford, Mich.; J. Carl Suverkrup, Ind.; Zone 5, Walter Madden, Neb.; Zone 6, William Bruce, Cal.; George H. McAteer, Wash.

Fraternal Insurance Committee—Lange, Wis., chairman; Holmes, Mo., vice-chairman; Taft, Wyo.; Jensen, N. D.; Martin, La.; Miller, Vt.; Apodaca, N. M.; Bisson, R. I.; Robinson, O.; Hammel, Nev.; Saldana, Puerto Rico.

Interstate Cooperation Committee—Stone, Neb., chairman; Martin, La.; vice-chairman; Bohlinger, N. Y.; Sullivan, Mass.; Sullivan, Wash.; Bowles, Va.; Knowlton, N. H.; Navarre, Mich.; Maloney, Cal.; Murphy, S. C.

All-industry subcommittee on interstate cooperation—Chase Smith, American Mutual Alliance, chairman; National Fraternal Congress, American Life Convention, American Reciprocal Insurance Assn., Assn. of Casualty & Surety Companies, Assn. of Insurance Advertisers, Bureau of H. & A. Underwriters, H. & A. Underwriters Conference, Life Insurers Assn. of America, National Assn. of Casualty and Surety Agents, National Association of Independent Insurers, National Assn. of Insurance Agents, National Assn. of Insurance Brokers, National Board of Fire Underwriters, Surety Assn. of America, Island Marine Underwriters Assn.

Laws and Legislation Committee—Butler, Tex., chairman; Cheek, N. C., vice-chairman; Knowlton, N. H.; Kavanaugh, Cal.; Taylor, Ore.; Maloney, Cal.; Cravey, Ga.; Crichton, W. Va.; Navarre, Mich.; Sullivan, Wash.; Day, Ill.

Laws and legislation subcommittee on uniform deposit laws and regulations—Kavanaugh, Cal., chairman; Taylor, Ore., vice-chairman; Sullivan, Wash.; Maloney, Cal.; Dickey, Okla.

Laws and legislation subcommittee on uniform qualification and licensing law (CONTINUED ON PAGE 10)

NON CANCELLABLE A. & H. COVERAGES

CHECK THESE SPECIFICATIONS

- ✓ 1. Accidental Bodily Injury Insuring Clause.
- ✓ 2. "His Occupation" Definition of Total Disability.
- ✓ 3. Non-aggregate coverage for as long as 120 months or to age 65—House confinement never required.
- ✓ 4. Lifetime Accident if desired.
- ✓ 5. Waiver of Premium after 90 days.
- ✓ 6. Liberal Hospital and Surgical Benefits on an optional basis.
- ✓ 7. Policies Guaranteed by one of America's oldest and largest Accident & Health writing companies.

plus an outstanding pre-approach plan

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PROVIDENT LIFE AND ACCIDENT Insurance Company

Fine Business Stationery is Watermarked

Fox River

COTTON FIBER PAPER FOR THE INSURANCE BUSINESS

"Say it" on Fox River cotton-fiber paper, and it will always be there! Cotton-fiber assures permanence for policies, special settlements, office forms, all vital correspondence. Hardest handling hardly shows. Stays white for years . . . has that currency-feel that makes an impression of stability. Ask your printer for bond, onion skin, or ledger samples . . . or write FOX RIVER PAPER CORP., Appleton, Wisconsin. Makers of fine papers since 1883.

Continued
Sept.
Boost

Stockholders will meet to propose to increase the number of shares of common stock for the purpose of raising money to complete the project.

President says to continue the quarterly dividend on the increase of the last quarter of an extra dividend has been paying years.

Mr. Tuckman of the end of the year among companies in force and position was initiative of which has never another life insurance or reinsurance. The storied Assn. in a table in which time \$1,644,860.33 capital surplus \$19,323,595.

Provincial Is Set U

CALGARY legislation berta may has gone in to any Canada of All deposits, of ing receive not less than time up to The maximum age 60, or later date be credited at the rate annually. The during the chaser may any time af three choices guaranteed years.

Annuity quarterly, must be at before reaching estate will deposits may 3%. No more the purchases been on deposits. After this p been in the length of tially withheld in respect however, w

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Court to ATLANTON superior has jurisdiction brought by in an effort Cravey to re Deputy A representing the Fulton cation because

Continental Votes Sept. 12 on Million Boost in Capital

Stockholders of Continental Assurance will meet Sept. 12 to vote on a proposal to increase the capital from \$4 million to \$5 million. This will be accomplished by increasing the number of shares from 400,000 to 500,000 by means of a stock dividend. Each shareholder would thus receive one new share for each four shares presently held.

President Roy Tuchbreiter in a message to stockholders said the intention is to continue to pay the regular quarterly dividend of 30 cents per share on the increased number of shares and as heretofore to give consideration in the last quarter of each year to payment of an extra dividend. Continental has been paying 30 cents extra in recent years.

Mr. Tuchbreiter points out that at the end of 1950 Continental ranked 24th among companies in point of insurance in force and he emphasizes that this position was attained through the sole initiative of the company. Continental has never acquired the business of any other life insurance company by merger or reinsurance.

The story of the growth of Continental Assurance is graphically shown in a table running to June 30, 1951, at which time the insurance in force was \$1,644,860,352, assets \$186,553,977, and capital surplus and contingency reserves \$19,323,595.

Provincial Annuity Plan Is Set Up in Alberta

CALGARY, ALTA — Provincial legislation whereby residents of Alberta may build up a retirement fund has gone into effect, and is applicable to any Canadian who has been a resident of Alberta for three years. First deposits, of not less than \$10, are being received and further deposits of not less than \$5 may be made at any time up to retirement.

The maximum annuity is \$1,500 at age 60, or its actuarial equivalent at a later date of retirement. Interest will be credited to the purchaser's account at the rate of 3½% compounded annually. The rate will not be reduced during the life of the contract. The purchaser may put the annuity into effect any time after attaining age 60. He has three choices: Single life, joint life or guaranteed annuity of not less than five years.

Annuity payments, whether monthly, quarterly, semi-annually or annually, must be at least \$10. If a purchaser dies before reaching the retirement age, his estate will receive the total amount of deposits made, with simple interest at 3%. No money may be withdrawn from the purchaser's account if it has not been on deposit for at least five years. After this period, any deposit that has been in the purchaser's account for that length of time may be wholly or partially withdrawn. Any interest credited in respect of the amount withdrawn, however, will be forfeited.

The new plan makes it quite clear that the annuity is not transferable. Neither may it be garnished, seized or levied upon by any court, unless it is established by competent jurisdiction that deposits have been made to delay, hinder or defraud creditors.

Court to Hear Ga. Mandamus

ATLANTA—Judge Whitman of Fulton superior court ruled that his court has jurisdiction in a mandamus action brought by Bankers Life & Casualty in an effort to force Commissioner Cravey to renew its license.

Deputy Attorney General Blackshear, representing Mr. Cravey, argued that the Fulton court did not have jurisdiction because Mr. Cravey resides in De-

Kalb county (adjoining Fulton county). However, Judge Whitman held that the capitol is his legal official residence.

The company claims that Mr. Cravey first notified it by telegraph June 29 that its license, expiring June 30, would not be renewed.

It states that it gave Mr. Cravey's office free access to its books and that a report issued by his examiner after checking the books did not criticize the company in any way.

Orr Is Hartford Manager

Gordon D. Orr of Meriden, Conn., has been appointed manager at Hartford of Equitable Society. He was formerly manager at Waterbury and he replaces Foster P. Whitworth, Jr., who has been transferred to manage the Fairfield county office at Bridgeport, Conn.

B.M.A. Convention Brochure

Business Men's Assurance has put out a handsome 40-page brochure, profusely illustrated, covering its "all star" conventions at French Lick Springs and Coronado Beach. It is the work of Jack R. Morris, director of public relations.

Life Insurers Conference Committee Chairmen Listed

I. M. Sheffield, Jr., Life of Georgia, president of Life Insurers Conference, has announced the personnel of conference standing committees. It was also announced that the quarterly meeting of the executive committee will be held at Dallas in October.

New committee chairmen are: Advisory, Bascom Baynes, Home Security Life; attendance, A. A. Biggio, Liberty National Life; auditing, Wyatt Smith, Home Beneficial Life; business standards, E. W. Craig, National Life & Accident Ins. Co.; credentials, Guilford Dudley, Jr., Life & Casualty; laws and legislation, Ashley C. Tobias, Jr., Palmetto State Life; membership, John T. Acree, Jr., Lincoln Income Life; public relations, Powell Stamper, National Life & Accident; resolutions, J. R. Leal, Interstate Life & Accident; statistics, R. W. Wiltshire, Home Beneficial; accident and health, W. P. Tate, Independence Life & Accident.

Plan Austin C.L.U. Group

Austin, (Tex.) Life Managers Club is planning to organize a C.L.U. group.

It is hoped that the instructor in life insurance courses at University of Texas may be secured to direct the group.

Boyd Weide, Minnesota Mutual, presented a chart to be used in sales presentations as related to the needs of the worker who is under social security. He suggested that social security benefits may be placed at the top of a diagram and then the amount of insurance necessary to support the social security shown.


Bash Made Iowa Actuary

Floyd Bash, Jr., who has been rating supervisor of the Iowa department, has been named actuary in charge of life and A. & H. for the department.

Qualifies as Fellow

R. D. Allbright, assistant actuary of Provident Life & Accident, has been elected a fellow of Society of Actuaries. He went with Provident in 1949.

The Earl C. Jordan agency of Massachusetts Mutual at Chicago has installed a Teletype machine to keep the agency in better touch with the home office.

Now in our  *50th Year*

OUR 50TH YEAR 1901-1951

FIFTY SHORT YEARS

"Fifty long years!" says the pessimist.


"Fifty short years!" — That's the way it's said by the optimists, the young in spirit. That's the way we say it here.

We are just finishing our first half century this year, . . . all under our original management. We've done very well up to now, and we're headed for bigger things in the years ahead.

The NATIONAL LIFE and ACCIDENT

Insurance Company

INCORPORATED



EDITORIAL COMMENT

Gloating Over the NLRB Settlements

Among some of the chronic company-baiters there seems to be an inclination to regard recent settlement agreements with the national labor relations board as a resounding defeat for the companies involved. These cases had to do with associations of agents within companies, which the labor board chose to look upon as "company unions" and hence contrary to law.

These critics attempt to make capital of these settlement agreements. They try to promote the idea that the companies were caught with their hands in the jam pot, that they were trying to get away with violating the labor laws, that if they had been correct in their contention of being free from guilt they would have fought the case through and would not have entered into a settlement agreement.

This type of criticism is so obviously an attempt to put the companies in a bad light that it is immediately suspect to any who are not already hopelessly prejudiced. It ignores the undeniable fact that the vast majority of life companies wouldn't think of knowingly violating the law. Some businesses may depend on skirting the edge of illegality but life companies don't do it, even on a calculated risk basis.

So, even assuming that the companies actually were doing something that the labor laws prohibited, any reasonable person must believe that the violation was entirely unintentional. His attitude should be one of sympathy rather than gloating.

This entire attempt to get companies into a jam for labor law violations overlooks the fact that life insurance agents and companies are being pushed into a strait-jacket that was developed for an entirely different relationship.

The usual commission-compensated agent, except where his company has taken definite steps to give him em-

ploye status, is not an employee, regardless of his new status under the social security law. In some ways, he has more of the earmarks of the employee than the man who contracts to lay a new floor in the agency. But actually, there is a large borderline group that includes many more than life insurance agents, who are neither employees in the labor law sense nor independent contractors in the completely independent sense that that designation connotes.

If it had been realized that the NLRB would attempt to assert jurisdiction over agents who are not employees, it would doubtless have been wise to try to clarify the matter through legislation right at the start. Perhaps few thought that the NLRB would reach that far in the extension of its power. But for a bureau to refrain from further and further extending itself would be as strange a sight as a nation refusing to take money from the ECA.

The companies that entered into settlement agreements might well feel like taking their cases to court in the hope of setting the NLRB back on its heels. But certainly it is no admission of guilt that a company refuses to spend a wad of the policyholders' money to prove that it wasn't doing something that it didn't intend to do and is quite willing to forego doing in the future.

It is of course implicit in a settlement agreement that the NLRB thinks one way and the company another and that they have agreed to forget the past and delineate what shall be the future course.

The labor board is neither infallible nor a court of final jurisdiction. It might be right. The company might be right. But so long as the board does not propose to take any action, what difference does it make what it thought about the company's previous conduct?

much publicity on the automatic telephone answering machine he has installed. As Bob Goddard, St. Louis Globe-Democrat columnist, described it, all that is necessary is set a dial phone on it, and when someone rings the receiver eases up off the hook automatically. Then a phonograph record starts playing, giving instructions to the caller, something like this:

"This is the voice of Wellborn Estes but I'm not in at the moment, so just leave your message, and I'll phone you later." As the caller has his say, it's recorded on a wire. When Mr. Estes returns to his office he plays back the wire to find out who telephoned while he was away. The machine takes up to 70 individual calls and shuts off automatically between calls.

Oliver R. Aspegren II, Chicago general agent for Ohio National, and Philbert M. Russell, recently retired as Prudential manager in the Marsh & McLennan branch at Chicago, were named to the governing board of Kendall college of Evanston, Ill. Kendall college was founded by the Kendall family of Washington National.

E. B. Thurman, Jr., New England Mutual, Chicago, is a prominent player in little theatre productions in Wilmette, Ill.

Dr. David McCahan, executive vice-president of American Society of C.L.U., is on a tour of South America and will return to Philadelphia about mid-September.

L. D. Cavanaugh, president of Federal Life, who is completing 37 years with that company, was honored by a reception attended by company officers and a number of the leading producers in the Chicago area.

He started as a clerk in the actuarial department of Federal. In 1915 he was elected actuary and assistant secretary, in 1923 vice-president and actuary, in 1931 executive vice-president and actuary and in 1939 president. He has served as president of H. & A. Underwriters Conference and Insurance Federation of Illinois and is now a director of Institute of Life Insurance and chairman of the finance committee of American Life Convention.

Ky. Election Holds No Hint of Insurance Change

The primary election in Kentucky last Saturday contains no implication of change so far as the insurance department setup is concerned. Winner in the Democratic primary for governor is Lawrence Wetherby, who is presently lieutenant governor. He and Insurance Director Spalding Southall are fast friends.

Carter Goes with Tiffany

Robert F. Carter has resigned as actuary of the examination branch of the Illinois insurance department to go with Carl A. Tiffany & Co., consulting actuaries in Chicago. He started with old Mutual Life of Illinois, later the Abraham Lincoln Life, becoming during the next 13 years statistician, underwriter and assistant actuary. With the merger of Abraham Lincoln with Illinois Bankers Life, he went into agency work and returned to actuarial work with the Illinois department in 1941.

DEATHS

Welch, Equitable Society Sales Chief, Passes Away

Vincent S. Welch, executive vice-president of Equitable Society, died



V. S. Welch

suddenly of a heart attack at his home in Port Washington, L. I. This brought to a close at age 58 the career of a dynamic sales director. Mr. Welch between 1919 and 1928 coached football, baseball and basketball at Hobart College in Geneva, N. Y. He had taken this position following discharge from the army and a highly successful athletic career at the University of Pennsylvania, where he had played varsity football. While at Hobart, he served as secretary of the local chamber of commerce and was active in getting many large companies to locate plants at Geneva. He first came to the attention of Equitable Society executives when serving as chairman of a testimonial dinner to an Equitable agent who was marking his 45th year with the society. The Equitable leaders attending the dinner were so impressed with his abilities as an organizer and promoter that they invited him to enter life insurance.

About this time Equitable was launching a special group insurance sales campaign and Mr. Welch was assigned to put it across. He was more than successful with the job of transmitting his enthusiasm to agents all over the country.

He started with the company in 1929, was an agent at Rochester for a short time and then went to the home office as a group supervisor. He became divisional manager of the greater New York department in 1931 and in 1933 he became manager of the group department. He was appointed 2nd vice-president in 1937 and transferred to Chicago to supervise sales in the central and western departments. He returned to the home office in 1938 as agency vice-president in charge of both ordinary and group. In 1946 he was named vice-president in charge of the agency and group departments and in 1950 was made executive vice-president.

FREDERICK SETTLE, 36, Virginia general agent of Philadelphia Life, died at Berea, Va., while visiting relatives there.

CHARLES E. STUART, SR., 58, vice-president and a director of Union Liberty Life of Baltimore, died suddenly following a heart attack at Richmond, Va.

ROY ARTHUR HUNT, who retired last November as vice-president in charge of western territory for the "Weekly Underwriter," died at Billings hospital, Chicago, after a short illness. His age was 73. Mr. Hunt had seen 50 years in the insurance publishing business including several years with the "Insurance Field," then headed by

PERSONAL SIDE OF THE BUSINESS

Ralph E. Kiplinger, president of Guarantee Mutual Life, will head the employee division of the Omaha Community Chest campaign.

Dr. J. E. Walker, president of Universal Life of Memphis, has announced his candidacy for the city board of education there. If elected, he would be the first Negro member of the board. There are 22,000 Negro school children in Memphis.

C. A. Craig, II, son of E. W. Craig, now president, and grandson of C. A. Craig, founder and now honorary chair-

man, has become associated with National Life & Accident. He graduated from Vanderbilt in June and will start as an agent on an industrial debit at San Antonio. E. W. Craig started 38 years ago as an agent on a debit at Dallas.

J. J. Miller, general agent at Chicago for Life of Virginia, has received a promotion from captain to major in the marine reserves.

Wellborn Estes, Missouri-Kansas general agent of Occidental Life of California at Clayton, Mo., has received

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Champion I. Hitchcock. He was at one time assistant secretary of that journal, and was a former vice-president and agency director of the old Illinois Life, and also vice-president and agency director of American Central Life of Indianapolis. His home was at Sawyer, Mich.

JOHN CULKIN, Vicksburg lawyer with an extensive insurance practice and veteran chairman of the Mississippi state senate insurance committee, died.

EDWARD F. GROARK, 73, a retired manager of Metropolitan Life in Massachusetts, is dead. He started with the company at New Haven in 1915. In 1922 he was made manager at North Adams, Mass., and in 1925 was transferred as manager at Roslindale, Mass., remaining there until his retirement in 1942.

HERBERT L. DAVIS, SR., 83, who served as District of Columbia superintendent of insurance from 1931-34, died in a hospital at Neptune, N. J., three weeks after a fall in which he broke his hip. He had served as auditor under the D. C. supreme court, on the faculty of National University Law School, as adviser to the Patent Office, Riggs National Bank and the Army Engineer Corps.

OTTO WAGNER, 65, who retired three years ago as district manager for Equitable Society at Saginaw, Mich., died at Tawas City, Mich. He joined the company in 1922 and was named district manager in 1927. He had been a personal producer since his retirement.

Honor George Manzelmann on His 40th Anniversary

George F. Manzelmann, president of North American Accident, has completed 40 years with that company. He was honored on his 40th anniversary at a home office luncheon, with about 35 home office people and members of the board in attendance. A. E. Forrest, Jr., vice-president and secretary, presented him an engraved silver bowl commemorating his long service. The agency force also put on a 40-day campaign in his honor, resulting in the production of \$1,600,000 of life insurance and 2,400 A. & H. applications.

Mr. Manzelmann started as an office boy, served as cashier and head of the accounting department and then transferred to the agency department, becoming agency director and then vice-president, and was elected president in 1940. He has been very prominent in insurance organization work and served as president of H. & A. Underwriters Conference and chairman of the insurance division of Illinois Chamber of Commerce.

Names Two Resident V.P.s

Sterling of Chicago has appointed Leonard R. Hart resident vice-president at Los Angeles and Edward D. Stone resident vice-president at Columbus, O. Mr. Hart owns the southern California agency, covering the entire southern half of California. He has been in insurance work for many years and was formerly with Continental Casualty. Mr. Stone owns the central Ohio agency for Sterling and operates in more than half the state. He formerly represented Mutual Benefit H. & A. and other companies in Ohio.

Duke Takes New Miami Post

Interstate Life & Accident is opening a district office at Miami, Fla. Frazier Duke, former manager at Nashville and Atlanta, will be in charge. He has been with the company 25 years.

Marvin L. Adelson has been appointed regional manager for Illinois for Service Life of Omaha. His office is at 82 West Washington street. He previously was with World in Detroit where in 10 months he became top A. & H. producer in the country for that company.

OBSERVATIONS

No Terminal Funding

Variations in funding plans for pensions and the resulting problems are too numerous to be described. During a period of high employment and high payrolls, as at present, employers should be putting away substantial amounts to take care of the bad years. Manpower shortages encourage oldsters to stay on and work and even bring some pensioners back into the manpower pool. There is little terminal funding going on because employees aren't retiring. But now is the time that employers have the money to put into pensions. Should the economy turn sour, encouraging retirements, employers won't be making the money to put into pension plans.

Public Relations Astray

Letters to the editor of a daily newspaper can be taken with a grain of salt, but are often indicative of the public mind. In a recent issue of the Chicago Daily News, a man describing himself as having 20 years of experience in the editorial field, was bemoaning the fact that because he was past 40 he could not get a job. He wrote that one of the reasons for this condition was that a man in a highly skilled field has reached a salary bracket at age 40 that frightens off prospective employers, but he described the other reason for the attitude of employers toward him as follows: "Insurance companies must bear the chief blame, because most employers today maintain insurance and pension programs. Large insurance firms carry the liability for them, and when a man gets to 40 these premiums rise sharply. To keep the cost of his welfare program down, the employer demands younger men."

Business Insurance Uncertainty

Business insurance makes up 20% of the volume of some companies and is nearly 50% of the production of some agencies that specialize in it. They have profited considerably from the great interest in business insurance. But one general agent with a high percentage of business insurance volume points out that his production is subject to far more uncertainty than that of agencies whose volume comes from personal business. He referred to the effect of the defense economy on production in many businesses and the by-products of controls, priorities and allocations which make many business men uncertain of their future and unwilling to commit themselves to any large outlay.

New tax laws always create sales opportunities, he observed, but they also hurt some businesses and take away money that they would otherwise be able to put into insurance.

Furness Named at Atlanta

Progressive Life of Atlanta has appointed Henry D. Furness general agent in that city. He formerly was plant engineer for Gordon Foods, Inc., and before going to Atlanta four years ago, was a Boston contractor.

Pratt to Indianapolis Post

Connecticut General has appointed Richard F. Pratt manager at Indianapolis. He succeeds Jean Black, who asked to be relieved of management responsibilities to devote his time to his clients.

Before joining Connecticut General as an agent in 1944, Mr. Pratt was sales manager for a manufacturing company. In 1947 he was appointed assistant manager at Newark.

Atlantic Life Convenes

Public self-discipline is the key to decreased government spending, Colgate W. Darden, Jr., president of the University of Virginia and former Virginia governor, told Atlantic Life leaders and

Results for First Six Months Given

	New Bus. 1951	New Bus. 1950	1951 Inc. In Force	1950 Inc. In Force
Farm Bureau Life, O.....	73,725,325	46,306,685	60,298,276	40,326,309
Liberty Life	48,600,620	43,767,821	27,233,831	16,034,993
National L. & A.	323,341,881	289,101,951	148,470,911	141,975,408
Northern Life, Seattle.....	13,528,746	13,355,456	5,735,290	6,873,043
Southland Life	47,940,971	23,495,109	16,046,883	4,817,332

officials at convention in Atlantic City.

Robert V. Hatcher, Atlantic Life president, presented the annual report. Additional talks were made by J. B. Jolly and Guy O. Bagwell of Charlotte, N. C.; Clayton Demarest, Jr., Baltimore; Frank L. Oliver, Aberdeen, Md.; R. H. Lovvorn, Columbia, S. C.; Albert D. King, Bristol, Tenn.; Herbert P. Jones, Pittsburgh; R. N. Flickinger and W. M. Walsh, Norfolk, and Earl H. Weltz, Philadelphia.

1935 he became a partner with Harold S. Mayer in the management of the agency, and on Mr. Mayer's retirement in 1945 he was named sole manager of Home Life there. He has served as president of New Orleans Life Managers Assn. and of the C.L.U. chapter there.

Launches "52 in '52" Club

Pacific Mutual Life has just put into operation its new "52 in '52" Club designed to foster the habit of consecutive weekly production. With substantial awards offered for cumulative records of week-by-week closing, it is believed that the new incentive club will help to inculcate in new agents the habit of sales frequency and also to accelerate sales frequency among established producers.

Makes War Clause Change

Old American Life of Seattle has extended the home area definition in its war and aviation exclusion rider to include Alaska. It will insure risks up to \$5,000 on policies written in Alaska with the new home area definition.

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LIFE AGENCY CHANGES

Prudential Names Smith Manager at San Diego

Clark W. Smith, manager of Montana agency of Prudential at Billings, will be transferred to San Diego as manager Sept. 1. He succeeds Harry E. Wilkinson, who was promoted to director of agencies at the western home office.

Mr. Smith attended Washington &

Jefferson college and Case Institute of Technology, majoring in business administration. He was awarded the C.L.U. designation in 1944. He joined Prudential at Cleveland in 1933, became assistant manager at San Diego agency in 1947 and Montana manager in 1950. He has served as president of Montana Managers Assn.

Harry Roseman, manager of the Milwaukee Juneau Park office of Metro-

politan Life for 28 years and with the company 37 years, is retiring. Associates feted him at a dinner where E. P. Arnauton, superintendent of agencies in the Great Lakes region, presented him a service award.

New York Life Names Four District Group Supervisors

Four district group supervisors have been appointed by New York Life in its southeastern division. They are Matthew P. Hanley, Philadelphia; Al-

Gloeckler Made Cincinnati Manager; Moore Advanced

Herman W. Gloeckler has been promoted to agency manager at Cincinnati of Bankers Life of Iowa. With the Cincinnati agency since 1946, he is a



M. B. Moore



H. W. Gloeckler

graduate of the company's sales training schools. He has been an appraiser for five years and a consistent member of the company's honor clubs. He joined Bankers Life after his separation from service in 1945.

He succeeds Paul A. Burkman, who resigned recently.

M. B. Moore has been appointed group field manager at Milwaukee. He is transferred from Chicago, where he has been regional group manager since 1943. Mr. Moore will do special work with brokers and agency firms specializing in pension and group permanent business throughout the country and will also direct group sales and service work in Wisconsin and part of Minnesota.

Henry A. Jones has been appointed group representative at Des Moines. He has been in sales work since 1936, except for 2½ years in the army. He was a group representative of Aetna Life for more than seven years.

Prudential Advances Two

Leonard G. Elhardt has been promoted to assistant manager of the Jack White agency of Prudential at Los Angeles. Joining Prudential at the Highland Park district office in 1930, he served as an agent for a year. He then operated as a broker until last January, when he joined the White agency.

Wesley E. Lucas has been advanced to assistant manager at Long Beach, Cal. He attended University of Maine, where he majored in economics and sociology. He is a navy veteran.

McAllister N. W. Pa. Head

William H. McAllister has been appointed agency manager for northwestern Pennsylvania by Jefferson National Life, with offices at Sharon.

He has had many years' insurance experience and recently has represented Security Mutual Life of Binghamton as manager. He also has operated a general writing agency at Sharon.

Franklin Life Names Zahn



D. W. Zahn, Jr.

Dene W. Zahn, Jr., national sales leader of Franklin Life, has been named general agent in San Mateo and Santa Clara counties, Cal. Mr. Zahn joined Franklin Life in 1948. He is a graduate of the University of Illinois, and a former army captain.



A. K. Lennan



M. P. Hanley

bert K. Lennan, Baltimore; Robert A. Henderson, Pittsburgh, and Wallace Shaw, Atlanta. Regional group manager in charge of the southeastern division is William L. Fehon, Jr., Washington, D. C.

Mr. Hanley's early sales experience was in casualty insurance. During the



Wallace Shaw



R. A. Henderson

war years he was in defense work and following the war went with Baldwin Locomotive Works as insurance manager. From 1946 to 1951 he was with Massachusetts Mutual as group sales supervisor. His territory will include Philadelphia, Reading, Wilmington, Harrisburg, Scranton and Trenton.

Other Appointees' Careers

Mr. Lennan spent two years in sales promotion work and a year and a half in the field selling group insurance. Recently he was assistant group manager of State Mutual at Baltimore. He is a graduate of Clark University and served with the air force. His territory extends south to Richmond and Norfolk, Va.; Charlotte and Raleigh, N. C.

Mr. Henderson has been associate district sales manager for Prudential at Pittsburgh for four years. He started at Newark in 1933, doing group work and handling disability claims. He studied business administration at Rutgers. His territory includes Pittsburgh and Johnstown, Pa.; Wheeling and Charleston, W. Va.

Mr. Shaw, a graduate of Rutgers, has been with Prudential 16 years. He started at the home office, served as district group sales manager at Nashville and associate district sales manager at Cincinnati. During the war he was in the transportation corps. His territory covers South Carolina, Tennessee, Georgia, Alabama and Florida.

Kirkham to Portland, Ore.

Ray L. Kirkham has been promoted to manager of the Columbia district office of Prudential at Portland, Ore. He attended Brigham Young University and joined Prudential as an agent in 1936 at the Hollywood district office. Since 1942 he has been staff manager there.



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| <input checked="" type="checkbox"/> Accident | <input checked="" type="checkbox"/> Franchise |
| <input checked="" type="checkbox"/> Hospitalization | <input checked="" type="checkbox"/> Wholesale |
| <input checked="" type="checkbox"/> Medical and Surgical Reimbursement | <input checked="" type="checkbox"/> Brokerage |
| | <input checked="" type="checkbox"/> Reinsurance |

Registered Life Protection

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Theo. P. Beasley, President

Home Office: Dallas

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THE GREATEST FORWARD STEP IN COMPENSATING AGENTS

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IMMEDIATELY

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Agents can easily DOUBLE their income for good production.

With the A.I.R. Commission Contract—Outstanding Policies, we challenge comparison. This unusual contract available in Michigan—Illinois—and Missouri—Write today for full details—Charles H. Davis, Supt. of Agencies.

Bankers Mutual Life Insurance Company

G. C. French,
President

HOME OFFICE FREEPORT, ILLINOIS

An Old Line Mutual Legal Reserve Life Insurance Company

Bringing More Commissions to Life Producers



ASSOCIATIONS

Elect N. Y. City Chairmen: Board Representatives

G. Gustav Steiner, Aetna Life, has been elected chairman of the board of directors of New York City Life Underwriters Assn. The board of field underwriters elected Donald L. Mallory, Equitable Society, as chairman and also named Mrs. Lillian L. Joseph, Home Life of New York, and Edward G. Cunningham, Metropolitan Life, as representatives to the board of directors.

The board of past presidents named George P. Shoemaker, Provident Mutual, chairman. In this capacity he will serve on the board of directors. Also elected to the board of directors from the board of past presidents were John M. Fraser, Connecticut Mutual, and David B. Flugelman, Northwestern Mutual Life.

Hold Okla. Training School

The second leadership training school of Oklahoma Assn. of Life Underwriters at Oklahoma City drew an attendance of about 25. It was conducted by A. B. Irwin, Northwestern Mutual, state president, assisted by Homer Jamison, Equitable Society, association manager; Stewart Meyers, Great Southern, Oklahoma City; J. Hawley Wilson, Massachusetts Mutual; Pearle Easley, Massachusetts Mutual, president Oklahoma City association; J. M. Pinkerton, Prudential, and Minor Smith, Phoenix Mutual. The first school was at Tulsa in July.

Plan Chicago Fall Meet

B. N. Woodson, executive vice-president National Assn. Life Underwriters, will address a joint meeting of the Chicago C.L.U. chapter and Chicago Assn. of Life Underwriters, Sept. 27, at the Midland Hotel, Chicago.

At the meeting, Walter N. Hiller will confer designations to C.L.U. qualifiers. Mr. Hiller is former president of the Chicago association and Chicago chapter.

Thomasville, Fla.—A local association has been formed here. Named to serve as officers until a permanent slate can be elected are G. V. Bodenheimer, president; Wayne Miller, vice-president; Julius A. Green, secretary; J. M. Merritt, national committeeman, and Elmer Hill, state committeeman.

Lansing, Mich.—Harold Brogan, Ohio National Life, won golf laurels at the annual outing. More than 60 members attended. Walter Richards was chairman.

Richmond, Va.—Part 1 of the L.U.T.C. course has been completed by 21 association members.

Port Huron, Mich.—Byron C. Johnson, Equitable Society, has been elected president to succeed C. B. Clark, who resigned the presidency because he is being transferred to Pontiac by Equitable.

Wilfred Schumacher was named first vice-president to succeed Mr. Johnson.

Ohio—John N. Lenhart, Great-West, Cleveland, recently elected president, has appointed Paul M. Smith, New England Mutual, Columbus, chairman for the annual convention at Columbus, May 16-17. Robert F. Horn, Ohio State Life, Mansfield, has been appointed chairman of the caravan committee.

COMPANIES

May Split Canada Life Stock on 10-to-1 Basis

A special general meeting of stockholders of Canada Life has been called for Sept. 12 to consider the proposal of a 10 for one split in the capital stock. Capitalization now consists of 10,000 shares with a par value of \$100 and the proposal calls for multiplying the number of shares to 100,000 and reducing the par value to \$10. President E. C. Gill expressed the belief that it would be desirable to permit a wide distribution of the stock that would be possible under the split.

Canada Life shares are quoted on the Toronto stock exchange and the offering price lately has been \$700.

World Passes \$100 Million

World of Omaha has passed the \$100 million mark in life insurance in force. World was formerly an exclusive A. & H. company and has been writing life insurance for only 7½ years.

At mid-year assets crossed the \$10 million mark, totaling \$10,044,862 June 30. June set a new A. & H. record with \$860,188 in new and renewal premiums.

Liberty Life Gains

Liberty Life reports a record increase of \$27,233,831 in insurance in force for the first six months of this year. The company has also gained \$2,637,968 in resources, \$2,225,339 in policy reserves, and \$394,219 in surplus protection for policyholders.

Phoenix Mutual Life has taken options on a 60-acre tract of land in West Hartford, Conn., for future construction of a new home office building.

Mrs. Montine Prather has been appointed home office underwriter of Family Security Life, Spartanburg, S. C. She has been at the home office since the company started in 1948, most recently in charge of the issue department.

An article by **Louis I. Dublin**, 2nd vice-president and statistician of Metropolitan Life, on the company's health and welfare work, has been reprinted in pamphlet form from Health, Canada's national health magazine.

MR. AGENT . . .

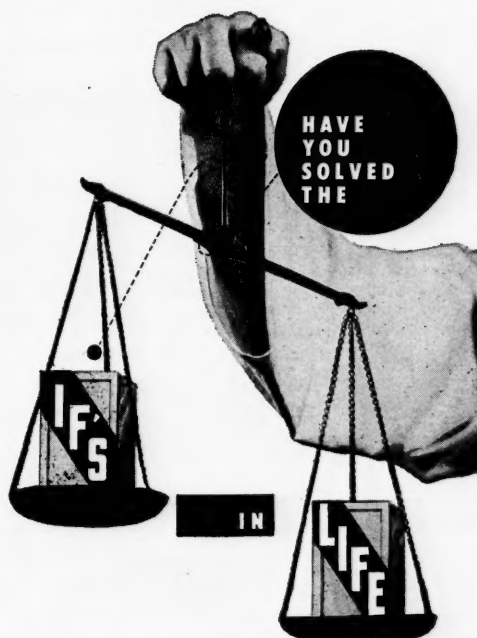


Illustration shown is Cover Page of one of our Sales Pieces which won "Award of Excellence" Life Insurance Advertisers Assn. It's a hard-hitting visual savings plan presentation.

Perhaps Pan-American Life Insurance Company can help you solve the "It's in Your Life."

You will find that Pan-American Representatives are armed with competitive merchandise, flexible underwriting, invaluable sales aids... all of which enhance your chance of success. What's more, our carefully-chosen representative's desire-to-succeed is intensified by a plan of compensation which furnishes greater benefits to those who do an outstanding job—A Career Contract.

GENERAL AGENCY OPENING IN WISCONSIN

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A real opportunity for a capable field underwriter who has both the aptitude and the strong desire to enter the management end of life insurance.

Attractive training and financial arrangements for the man chosen. Every modern sales and training aid, together with salary plans, will be provided for the recruiting and training of agents.

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President

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Executive Vice-President

KENNETH D. HAMER
Vice-President & Agency Director



For Information, Address:
CHARLES J. MESMAN
Superintendent of Agencies

PAN-AMERICAN
LIFE INSURANCE CO.

NEW ORLEANS, U. S. A.

AMONG COMPANY MEN

W. M. Johnson New President of Central Standard Life

Wilbur M. Johnson has been elected president of Central Standard Life. He has been vice-president and actuary of that company for nearly 25 years. He did his undergraduate work at Ohio Wesleyan University, and his graduate work at University of Chicago, Harvard and University of Michigan, and was elected to Phi Beta Kappa on the basis of scholarship. Mr. Johnson is a fellow of Society of Actuaries and formerly was treasurer of American Institute of Actuaries for a number of years.

McGurl Joins Mutual Life

Dr. Thomas J. McGurl, Jr., has joined Mutual Life as a home office medical examiner. He has been assistant chief of medical service in the veterans administration hospital at Providence, R. I. He graduated from Amherst College in 1937 and received his M.D. from University of Pennsylvania. He served in the army medical corps.

Rejoins Great Northwest

Great Northwest Life of Spokane has elected H. H. Schlomer vice-president and director of agencies. He has re-

cently been in the general insurance business at Spokane, but from 1943 to 1950 had been with Great Northwest as director of education and then as director of agencies. Mr. Schlomer entered the business with John Hancock. He was at one time chairman of the German department at Gonzaga University.

Dr. Forgerson Advanced

Dr. James G. Forgerson has been elected an assistant medical director of Massachusetts Mutual. Dr. Forgerson joined the company in 1950. He is a graduate of Ohio State University and the school of medicine there. Dr. Forgerson served as a navy officer in the last war.



Dr. J. G. Forgerson

C. W. Whitehead, district manager of Peninsular Life at Tampa, Fla., was honored at a banquet there on his 25th anniversary with the company. More than 100 associates, including officials from the home office, attended.

Guy H. Strafer Named as Assistant Secretary

Guy H. Strafer has been elected assistant secretary of Continental Casualty and Continental Assurance. He is in charge of securities trading. He has been a Continental man since 1945. Before that he was with Harris Trust & Savings Bank, Chicago, 16 years.

Taintor Agency Assistant

Connecticut General Life has named John T. Taintor agency assistant at the home office. Mr. Taintor was formerly assistant manager at Baltimore. He is a graduate of Yale.

Gear V. P. of Standard

Standard Life of Mississippi has elected George A. Gear vice-president. Before joining the company in 1950, Mr. Gear was an executive of General Tire & Rubber Co., Akron, O., for 15 years.

Two Asst. Medical Directors

Dr. Alfred E. Gras and Dr. Janus C. Lindner have been appointed assistant medical directors of Prudential.

Dr. Gras, a specialist in allergy and internal medicine, has been a part-time

attending physician with Prudential since 1947. A graduate of Duke University school of medicine, he entered private practice at Newark after service in the navy.

Dr. Lindner received his medical degree at Yale school of medicine and served in the army air corps. Recently he has been on the staff of Walter Reed Hospital at Washington.

Hazlett Associate Actuary

Shenandoah Life has appointed Richard F. S. Hazlett associate actuary. Before joining Shenandoah in 1947 as assistant actuary he was with Maritime Life of Halifax.

During the war he served with the Canadian air force. He is a fellow of Society of Actuaries.



R. F. S. Hazlett

Urban Beischel, for 19 years with Metropolitan Life at Fort Atkinson, Wis., has been appointed general agent there by Franklin Life.

WANT ADS

Rates—\$12 per inch per insertion—1 inch minimum. Limit—40 words per inch. Deadline Tuesday noon in Chicago office—175 W. Jackson Blvd. Individuals placing ads are requested to make payment in advance.

THE NATIONAL UNDERWRITER — LIFE EDITION

OPPORTUNITY TWO DISTRICT AGENTS AT MISSOULA, MONT.

The University City BOZEMAN, MONTANA

Home of Montana State College

Each District has hundreds of policyholders and several millions of Life Insurance in force. These territories are available to experienced Underwriters who are interested in Agency Development, as well as, large personal production.

Each district is made up of one of Montana's richest valleys. Climate is unbelievably mild. Fishing, hunting and other sports are within a few minutes time.

Send qualifications and references (which will be held confidential) to Arthur W. Miller, General Agent, The Northwestern Mutual Life Insurance Company, 208 Treasure State Bldg., Billings, Montana.

ACTUARY

Associate or Fellow under age 40, preferably with pension experience to head actuarial unit in Detroit Office of national pension consulting firm. Permanent position, excellent opportunities, group insurance and pension benefits. All replies confidential, send full particulars of educational background, experience, family responsibility and other pertinent information to Box F-95, The National Underwriter, 175 W. Jackson Blvd., Chicago 4, Ill.

AGENCY DEPARTMENT

of a large New England Company has opening for young man with life insurance background to prepare cost studies and analyze functions of agency offices. Home Office Accounting or Actuarial or Agency Cashier experience preferable. All replies confidential, furnish full particulars, education, experience, and other essential information. Address G-58, The National Underwriter, 175 W. Jackson Blvd., Chicago 4, Illinois.

HOME OFFICE UNDERWRITER

Strong, established, growing life insurance company has attractive opening with an assured future for an experienced Home Office Life Underwriter. Excellent opportunity to give wider scope to your initiative, abilities and ambitions.

This company is situated in one of the smaller cities adjacent to a metropolitan area on the West Coast. Its employees are aware of this advertisement. Your inquiry will be held strictly confidential. If interested, write Box G-59, The National Underwriter, 175 W. Jackson Blvd., Chicago 4, Ill.

AGENCY ASSISTANT Accident & Sickness Department Southern California Company

Position in Home Office of a fast-growing, large life insurance company as Accident & Sickness Agency Assistant. Excellent opportunity for advancement. Sales experience necessary and administrative experience preferred. Ages 25 to 38. Some traveling necessary. When writing give: Age, experience, family status, schooling, present salary and enclose a recent snapshot.

Our employees know of this advertisement. Address G-61, The National Underwriter, 175 W. Jackson Blvd., Chicago 4, Ill.

WANTED MANAGER — ABROAD

To open and operate life insurance branch office. Must have both agency and home office experience. Foreign experience desirable.

Age 30 to 45, married or single. Salary open.

Reply confidentially in own handwriting, giving educational background, experience, and personal data. Address G-62, The National Underwriter, 175 W. Jackson Blvd., Chicago 4, Ill.

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Most Outstanding Representative
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of life insurance
in force

AMERICAN NATIONAL
Insurance Company

W. L. MOODY, JR., PRESIDENT GALVESTON, TEXAS

ACCIDENT AND HEALTH

Indiana "Charter" Insurer Defies Viehmann on Free Gas Station A. & H. Cover

INDIANAPOLIS—Filling stations dispensing free insurance with each \$2 purchase have been warned by Commissioner Viehmann it is unlawful to provide insurance without a consideration. Many of the 26 Phillips Petroleum dealers here have been giving away one day policies with \$1,000 accidental death benefits and \$10 per day hospitalization benefits for 10 days.

Mid-West Ins. Co., which has been writing the policies, declares the Indiana department cannot prohibit distribution of the give-away policies because Mid-West is a "charter" company, and is not subject to regulation by the department.

Mid-West's charter was issued in 1832 and is similar to several other charters still in existence which are immune to insurance department regulations. Some of the other companies holding such charters have made filings with the state rather than use their charters to by-pass the insurance department.

World L. & A. Under Fire in Ind. Appeals to Governor

World Life & Accident of Richmond, Ind., assessment company in difficulties because of alleged inability to meet in full the hospitalization claims of a group of Purdue students, has appealed to the Indiana governor for a hearing on its rehabilitation efforts. A Richmond newspaper reported that the letter charged that Commissioner Viehmann is "interested in doing away with this type of company." World L. & A. is organized under an 1897 law relating to assessment associations.

As reported last week by THE NATIONAL UNDERWRITER, Indiana Assn. of Life Underwriters has given its unqualified support to the commissioner.

Guy Alexander, president of World, charged in his letter to the governor that the department had, in examining the company last April, applied rules "that never have been applied before when the association was examined, and which we feel are not applicable to companies organized under the act of 1897."

Discrimination Is Denied

A rebuttal statement prepared by the Indiana association for the Richmond paper said the association understands from the commissioner that while new rules were applied in the April examination they were applied uniformly to all companies in World's class, without objection from those companies which are operating soundly and solvent.

Mr. Alexander is further quoted by the Richmond paper as charging that Commissioner Viehmann had previously told the company it had six months from May 21, when a hearing was held, to rehabilitate, but that the commissioner has now declared to the Purdue students that he will seek receivership for the company because of "impaired financial standing."

On the other hand, the commissioner told a National Underwriter reporter that while the company claims the 1897 law allows six months for rehabilitation, Deputy Atty. Gen. Jones has given the opinion that under the law, if the company's financial condition is currently impaired, the commissioner can move against it for receivership immediately.

Taking up the case from the company's letter to the governor, an Indianapolis paper, which is opposed to the incumbent state administration, charged on Aug. 3 that the Richmond company "got the cold shoulder when it asked Gov. Schricker for help."

The company's letter is reported to have reached the governor in the morning mail, Aug. 3, while the newspaper

charging "cold shoulder" was on the Indianapolis newsstands not later than 2 p.m. The commissioner on reading the article asked, "How fast do they expect Henry (Schricker, governor) to answer his mail?"

Public Support Urged for County Hospital-Surgical Insurance Plan at Miami

MIAMI—Dade County, Fla., including Miami, took another step toward hospital and surgical insurance on a county-wide basis, when Preston B. Bird, county commissioner in charge of hospitals and welfare, made a radio appeal to the public to get in back of the plan. He said the contemplated Dade county part pay plan, if put into operation, would raise standards of public health and save taxpayers money.

Designed to help the hard-pressed middle-income group, benefits of the plan would be limited to single persons of \$2,000 income or less, married couples with combined income of not more than \$3,000, and families with dependents having an income of not more than \$4,000. Cash assets not to exceed one year's income and a "modest home" are also allowable.

County to Supplement Payments

If eligible persons carry insurance with a proposed \$7 minimum room rate and surgical schedule running up to \$150, the county will supplement payments in all county institutions, so that the patient will have no indebtedness when released. By Jan. 1, Dade county will have 2,900 beds available, of which 903 are maintained by the county itself.

"The medical profession, the director of our largest county hospital and the county commissioners, working with insurance representatives, are responsible for drawing up the plan," Commissioner Bird said. "Doctors know that a prolonged illness can reduce anyone to dependency, and are urging their patients to buy insurance."

When asked if the insurance companies favor the Dade county part pay plan, Mr. Bird said that they do. "But," he added, "their interest goes beyond the financial consideration. They are also concerned with the public's welfare."

Besides appealing to the public to buy hospital and surgical protection, the county will require proof of insurance or a cash deposit of all patients on entering the hospital, except in the case of indigents.

Perkins Dallas Manager

William H. Perkins, Jr., has been appointed manager of the A. & H. branch of Continental Casualty at Dallas. Mr. Perkins, who has been agency supervisor of the A. & H. branch at Springfield, Ill., joined the company there in 1949.

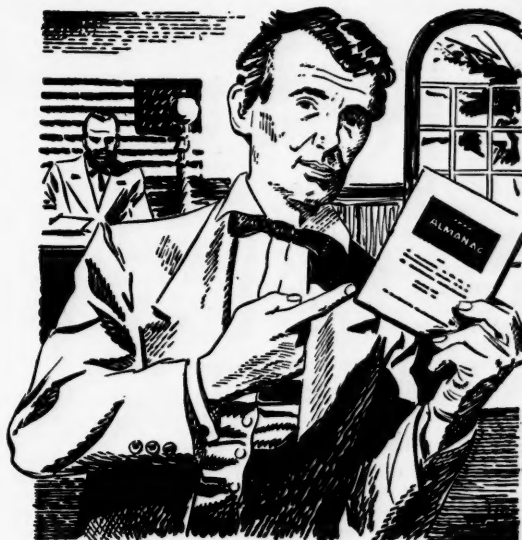
Put Check on A. & H. Loan Cover

RALEIGH—The state banking commission has placed a ceiling of \$100 a month on A. & H. insurance which may be required by industrial loan agencies in connection with small loans. Such insurance is limited to the amount and duration of the loan.

Greenup to Springfield, O.

Windel S. Greenup has been promoted from field training manager to manager at Springfield, O., by Commonwealth Life. He joined Commonwealth in 1942, was made field supervisor in 1948, assistant manager in 1949 and was appointed field training manager in March.

Four assistant managers have been promoted to field training manager: R. L. Gates, Ashland; R. C. Miller, South Bend; A. D. Boyd, Chattanooga; and A. T. Holsclaw, Hazard.



"There was no moon at midnight, August 29..."

That statement, based on an 1857 almanac, enabled Counsellor Lincoln to trap a witness and win a case. "You could not have seen the defendant commit this crime by moonlight," Mr. Lincoln charged, "because there was no moon at midnight, August 29!"

Like Counsellor Lincoln, your lawyer has been trained to see all sides of a situation. His wise counsel has saved many from the consequences of hasty actions.

THIS MAN, ALSO, PROTECTS YOU

Like your lawyer, the Mutual Benefit Life counsellor can see all sides of a situation. With his Analograph, he can predict a family's financial future accurately. And offer the right

plan for security because, at Mutual Benefit Life, he has many to choose from.

Take lawyers. The Mutual Benefit Life man is not only able to offer them a sound financial plan. He can, also, show them how to make their professional future more secure through the Mutual Benefit Life's Special Business Insurance Plan.

FEELING OF ACCOMPLISHMENT

A deep feeling of accomplishment accompanies the Mutual Benefit Life man in his daily work. He has both the emotional and physical equipment to do an outstanding service and he is proud of his contribution to the security of his community.

THE MUTUAL BENEFIT LIFE

INSURANCE COMPANY

ORGANIZED IN 1843 • 300 BROADWAY, NEWARK, NEW JERSEY

NATIONAL RESERVE LIFE

Topeka, Kansas

A few unusual opportunities open for liberal general agent franchises in states west of the Mississippi.

H. O. CHAPMAN, President

FRATERNALS

Wisconsin Bohemian Assn. Plans 50th Jubilee Session

Wisconsin Bohemian Fraternal Assn. will hold its 50th jubilee state convention at Manitowoc Aug. 11-12, with the local lodge as host. Business sessions will be held Saturday afternoon and Sunday morning. An entertainment feature will be a three-act Bohemian comedy by a dramatic unit from Chicago.

To Restore Flag Day Shrine

Gov. Kohler of Wisconsin has signed a bill which appropriates \$10,000 to National Flag Day Foundation to restore the Stony Hill school house near Fredonia, as a memorial to the late Dr. Bernard Cigrand, originator of Flag Day observance in 1885. Norton J. Williams, president of Equitable Reserve, is president of the foundation, sponsored by National Fraternal Congress.

Plan Pa. Golden Jubilee

Pennsylvania Fraternal Congress will observe its 50th anniversary at its meeting Nov. 13-14 at Pittsburgh.

Write Million in Month

The Fred E. Kramer agencies of Ohio National Life at Erie, Philadelphia, Pittsburgh, and Manchester, N. H., were the first in the history of the company to pay for \$1 million of life insurance in one month. The Kramer agencies have for many years been the leading producing group of Ohio National. Mr. Kramer is a life member of the Million Dollar Round Table and has been the company's leading personal producer for a great number of years.

A \$1,530,000 25-year 3 7/8% loan has been made by Mutual Life on the new office building occupied by Transcontinental Gas Pipe Line Corp. at Houston.

Hold C.L.U. Institute; Plan Two in '52

(CONTINUED FROM PAGE 1)

larger size policies. These agents are being directed by better managers who are doing an improved job of agent selection. He commented upon the greatly increased amount of life business that comes from brokers or general insurance men. And, in Philadelphia, about 70% of the life agents write general business. Some men believe that they can do a better job, everything considered, by offering an all-round insurance service to their friends.

Finally, he commented, the business needs a better method of premium payment. Perhaps it could be tailored to conform with the national tendency to monthly budgeting of family income. He said it might follow the lines of a clearing house like banks have, with the house redistributing premiums to insurers.

Program Outlined

The closed corporation was the specific topic during the first week's program. The introductory talk was made by Dean Ackerman. Mr. Maduro picked up from there, rounding out the day with a discussion of business continuation agreements. Robert J. Lawthers, New England Mutual, was on the rostrum the second day with an analysis of current problems in handling the insurance arrangements of the agreement.

Michael D. Bachrach, Pittsburgh accountant, spoke next on financial statement analysis. His creed of having the C.P.A. stick to his own line of business, and, in particular, his belief that accountants ought not get into the insurance aspects of planning such as whether the prospect should buy term or some other type insurance, made him very popular with his audience.

The final 2 1/2 days of the first week included talks by Milton Young, New York lawyer, on executive compensation plans, Joseph Trachtman, New York attorney, on current problems in planning the estate of the principal owner of the close corporation, and by David M. Wright, professor of eco-

nomics at the University of Virginia, on the current economic scene.

Following the weekend interlude and the turnover in the student body, Mr. Ackerman set the stage for the mass coverage discussion.

J. Henry Smith, 2nd vice-president of Equitable Society, held forth on group life for three hours the first day. He was followed by Edmund B. Whittaker, vice-president of Prudential.

Group Is Ever-Changing Field

Though group life is more sedate than the other group coverages because it is an older line, the great increase in the number of companies writing it makes it an ever-changing field, said Mr. Smith. In 1920, the top seven companies had 97% of the in-force, he said, but at the end of 1950 they had only 81%. More than 300 companies now write group. Twenty years ago only 30 companies had \$10 million of it in force. Now, 87 companies have that much on the books.

Catastrophe medical expense covers claimed the greatest attention during Mr. Whittaker's talk. He was aided by George B. Walker, Prudential group sales consultant.

At last, Mr. Whittaker believes, in the catastrophe approach to medical expense insurance, the companies have got on the right track to solving the problem. With it, he said, private insurers can show that they can do a far better job than the government can in underwriting this family risk. He observed that the coverage should have been developed from the start like automobile collision insurance did with the in-woven deductible feature. The deductible amount can or should be handled by family money budgeting, not necessarily insurance for these regular and relatively minor expenses.

Volume Low for a While

He doesn't believe, for a variety of reasons, including union desires, that the catastrophe protection will be widely bought for several years. But, he said, this will give private companies time to experiment, remove the "bugs," and develop coverage the public wants and needs. He expects Prudential will go into catastrophe A. & H. coverage on an individual basis after passing through the experimental stage in its group approach to the subject.

The various phases of pension planning were discussed by Dorrance C. Bronson, actuary of the Wyatt Company, Washington, D. C.

Mr. Maduro returned to discuss the tax aspects of pension agreements. He was followed by Harry Becker, director of the social security department of the United Automobile Workers, who spoke on the union attitude toward employee benefit programs.

On the final morning, Gordon D. McKinney, vice-president of Security Mutual Life of Binghamton, and former actuary of National Assn. of Life Underwriters, presented an analysis of agents' pension plans. Mr. Ackerman summed up the academic discussion with a description of some of the economic and social aspects of pension plans.

J. Harry Wood, newly appointed editor of the C.L.U. journal, who has just announced his plans to become a consultant to companies on management problems and who will teach at Washington University, St. Louis, was on hand as an observer.

Analyze Student Body

A statistical analysis of 52 students who attended the institute revealed an interesting cross section. Of the 52, some 80% were full-time agents or general agents. The average man entered the business at age 27, had been in the business 16 years, and a C.L.U. for eight years. Last year he paid for \$597,000 of life insurance on 43 cases. His net income before taxes was \$18,-

794. Amounts of insurance owned varied from \$25,000 to \$325,000. Men have been in the business from 1 1/2 to 37 years, and entered it between ages 18 and 42. The student with the highest income last year earned \$48,000.

The class established a \$300 scholarship to be administered by Mr. Ackerman to go to an outstanding undergraduate student majoring in life insurance.

Wage Board Sets Up Advisory Committee

(CONTINUED FROM PAGE 1)

board to prepare regulations that, within approved limits, would exclude health, welfare and pension plans from the adjustments permissible under the 10% allowance. The board should then set up standards under which it would consider the approval of such plans as may be submitted to it.

"There are other fringe benefits for which patterns have already been generally accepted in industry. I request the board to study these fringe benefits and recommend to me how they can best be dealt with in the light of overall stabilization objectives."

It is pointed out that in a recent regulation dealing with vacation pay, holidays and certain fringe benefits other than those above referred to, the wage board set up industry area practice criteria as basis for passing upon allowance of such benefits.

May Recommend Criteria

Life insurance representatives speculate that the advisory panel may recommend some criteria of prevailing practice in industry, as a sort of a yardstick for pension benefits. It is pointed out that it would be very difficult to hit upon a hard and fast rule. Rather, a case-by-case procedure is visualized by such observers, in passing upon pension and welfare benefits, according to standards or guideposts to be set up by the wage board.

It is understood that prior to the Johnston announcement, there had been opposition to the idea of combining pensions and welfare in a single problem for the wage board to deal with.

Though life insurance is vitally interested in the pension business, it is understood it does not plan to ask for a hearing before the new panel. However, it will consult with the panel if requested.

While pensions, insurance and welfare benefits were being considered by administration officials before the original wage board broke up, representatives of Life Insurance Assn. and technicians in the life field held informal conferences with wage board staff members.

At that time, life representatives urged that pension programs be approved on the basis of benefits rather than costs, as practically every pension plan varies, depending upon the age of employees and various other factors, so that there is a wide range of costs.

Early in the controls program a memorandum was submitted in behalf of life insurance to wage board people, in which the former suggested setting up a "point system" based on benefits as a guide to use in dealing with pension programs.

BENEFITS PAID
\$64,111,569

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WOODMEN CIRCLE
Omaha, Nebraska

Sixtieth Year of Fraternal Service
Dora Alexander Talley Clara B. Cassidy
President Secretary

PERTINENT STATISTICS

ASSETS Over \$133,000,000
INSURANCE IN FORCE Over \$554,000,000
BENEFITS PAID SINCE 1902 Over \$ 58,000,000

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Legal Reserve Fraternal Life Insurance

Home Office: **APPLETON, WISCONSIN**

PROTECTED HOME CIRCLE

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FOUNDED IN 1886

A Legal Reserve Fraternal Insurance Society
S. H. HADLEY, Supreme President L. D. LININGER, Supreme Secretary
SHARON, PA.

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L.O.M.A. Program Is Announced

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is Burt L. Munroe, assistant secretary Commonwealth Life. Participants are Edward J. Rott, assistant vice-president Reliable Life; Robert Davidson, assistant secretary Washington National; Sam P. Hatch, assistant secretary Life of Georgia; Laurence F. Lee, Jr., vice-president and treasurer Peninsular Life; Lloyd M. Dalglish, secretary London Life, and Everett H. Lane, executive vice-president Boston Mutual.

That same day an A. & H. seminar is scheduled. The chairman is I. W. Kimmerle, treasurer North American Life & Casualty. Policyholders service practices in A. & H. insurance is a panel topic. Panel members are G. E. H. Parish, assistant comptroller Security Mutual Life of Binghamton; Thurlow Taylor, associate actuary Bankers Life & Casualty; C. J. Skelton, vice-president and director of agencies of Republic National, and I. I. Reeve, assistant secretary Pacific Mutual.

At the evening session there will be a personnel executives clinic. There will be a visual demonstration of a "position evaluation plan" by Andrew B. Campbell, assistant to the personnel officer of Travelers.

Wednesday's general session chairman is Ed. M. Karrmann, treasurer American Mutual Life.

"Getting Along With Folks" is the topic of Dr. Donald A. Laird, author and psychologist, Lebanon, Ind. Group insurance, record keeping and procedures will be discussed by J. E. Smart, assistant secretary Confederation Life. "Work Measurement—What It Is and What It Can Do for You," will be considered by a panel. Moderator is Joseph T. Cosby, assistant manager home office surveys Metropolitan Life. Participants are John C. Moris, secretary State Farm Life; E. G. Newcomb, assistant comptroller Northwestern Mutual, and Waldo Williams, manager clerical operations department, Alden's Inc., Chicago. This will be followed by floor discussion and adjournment.

Commissioners in Chicago Huddle

A number of insurance commissioners gathered at Chicago this week and went into executive session at the Illinois state office building Thursday. Subjects under discussion were not disclosed, except that there was some discussion between Insurance Director Day of Illinois and Superintendent Bohlinger of New York in regard to the possible application of the Illinois retaliatory law to the security fund setup in New York in the casualty field.

Frank Sullivan of Kansas, president of N.A.I.C., was also in the city to make some preliminary arrangements for its December meeting. Others on hand included Murphy of South Carolina, N.A.I.C. executive committee chairman; Viehmann of Indiana and Holmes of Montana. W. E. Wall, chief examiner of the Illinois department, it is understood, also was in on the conference.

Distribution of N.J. Cover

While a majority of New Jersey employers extend disability insurance to their employees through the state plan, the greater number of jobs coming under the state's employment security laws are insured by private plans.

About 60% of the 45,000 subject employers provide disability insurance through the state plan. However, they provide only 30% of covered jobs.

The private plan coverage is extended by 40% of the state's employers, who report 70% of the covered jobs. The majority of large employers turn to private plans, while smaller employers tend to use the state plan.

Convention Dates

Aug. 23-24, Federation of Insurance Counsel, Sheraton hotel, Chicago.

Sept. 10-12, International Claim Assn. annual meeting, Monmouth hotel, Spring Lake, N. J.

Sept. 16-19, American Bar Assn. insurance section, Hotel Roosevelt, New York City.

Sept. 17-21, National Assn. of Life Underwriters, annual meeting, Biltmore hotel, Los Angeles.

Sept. 24-26, Life Office Management Assn., annual conference, Edgewater Beach hotel, Chicago.

Sept. 24-27, National Fraternal Congress, annual, Morrison hotel, Chicago.

Sept. 24-29, Assn. of Canadian Superintendents of Insurance, Royal Alexandra hotel, Winnipeg.

Sept. 26-28, Society of Actuaries, Royal York hotel, Toronto.

Oct. 9-12, American Life Convention, annual meeting, including annual meetings of the Legal, Financial, Agency, and Combination Companies Sections, Royal York hotel, Toronto.

Oct. 18-19, Zone 5 meeting of N.A.I.C., Skirvin hotel, Oklahoma City.

Oct. 22-24, Zone 4 meeting of N.A.I.C., St. Paul hotel, St. Paul, Minn.

Oct. 29-31, Life Insurance Advertisers Assn., Inn and Lodge, Williamsburg, Va.

Oct. 29-31, Bureau of A. & H. Underwriters, the Homestead, Hot Springs, Va.

Nov. 1-3, Mid-West Management Conference, French Lick, Ind.

Nov. 8-10, Institute of Home Office Underwriters, annual meeting, Edgewater Beach hotel, Chicago.

Nov. 12-16, L.I.A.M.A. annual meeting, Edgewater Beach hotel, Chicago.

Dec. 2-6, National Assn. of Insurance Commissioners, Hotel Commodore, New York City.

Dec. 12-13, Life Insurance Assn. of America, annual meeting, Waldorf-Astoria hotel, New York City.

Dec. 13, Institute of Life Insurance, annual meeting, Waldorf-Astoria hotel, New York City.

1952
March 17-19, Small companies spring conference of L.I.A.M.A., Edgewater Beach Hotel, Chicago.

Charles A. Sammons of Texas now has control of seven insurance companies in various parts of the country and this, it is believed, sets some sort of a record. These include Reserve Life of Dallas, George Washington Life of Charleston, W. Va., American Security of Marshall, Tex., Pyramid Life of Kansas City, American Republic of Richmond, American Republic of Little Rock, and Commonwealth Mutual of Texas, the latter being a casualty company.

D. S. Cantu has been promoted to manager of the Harbor (Los Angeles) district of Unity Mutual Life & Accident. He has been with the company since 1943.

OPPORTUNITIES

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THIS OPPORTUNITY IS THE RESULT OF REALIGNMENT OF TERRITORY IN FOUR PRINCIPAL STATES IN WHICH A LARGE VOLUME OF BUSINESS IN FORCE EXISTS.

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When you sell Modern Woodmen insurance you offer THE POLIO PROTECTION PLUS at no extra cost. With the Polio Protection Plus, those insured by Modern Woodmen automatically receive:

- Immediate payment of \$250.00 when polio strikes
- Payment of an additional \$250.00 if the attack results in crippling after-effects or in death.
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More interviews, more sales, more income can be expected when you offer the benefits of The Polio Protection Plan—a real door-opener for Modern Woodmen agents.

(Choice territory and attractive contracts for agents)

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Please furnish me complete information about Modern Woodmen's Polio Protection Plus plan.

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Large Units Hamper Efficient Operation

(CONTINUED FROM PAGE 2)

revision, the company saved approximately \$1,000 a year in clerical costs.

Handling of personnel is a less tangible problem than some of the others that insurance companies have. Expe-

rience has shown that trained supervisors can better handle situations involving people. They can prevent certain problems from arising—for example, discord in a department that is not properly organized. Another thing that a close study of personnel problems does is to eliminate largely from the minds of people involved, particularly on the management side, the idea that a good personnel program is a "give-away" program. It is not a matter of altruism but a good scientific management that produces the best results for the least money.

Dislike "After-Hours" Recreation

Interestingly enough, supervisors know when employees do not appreciate something that a company does. One of the things that the O'Tooles have learned is that very few "after hours" company recreation programs are worth very much.

In one company supervisors finally asked management to stop trying to "draft" employees to attend company functions, such as card parties, in order to make a good showing. Employees and supervisors thought the functions were harmless, if the management would let the employees go if they wanted to, but did not coerce them.

Sometimes the aftermath of too-frequent company parties is bad. Several companies have had unfortunate reactions among employees because of inevitable comparison of party dresses, etc., which produced discontent, questioning of salaries and so on.

How to Conduct Meetings

Another important aspect of management training is the conducting of meetings. Most members of a company staff, including officers, have not studied how to conduct meetings. The big problem here, of course, is to convey information and instructions. In one large A. & H. company the conduct of meetings in one department had to be revised. This was the group insurance department where conditions change quickly, are highly competitive and where procedures, forms, rates, etc., are not as standardized as they are in some other departments. The department head had trouble getting details of these changes across successfully.

As a result of training, he planned his meetings more carefully, began to use visual aids. For example, he listed non-standard group coverages and placed alongside these the differing rates of commissions that were paid, etc. These charts were photostated, a copy going to each one attending the meeting. They held fewer meetings, but with much better results. It would seem sound management to require that every department head and supervisor know how to conduct a meeting, to give instructions or to explain company policy. This is a phase of training that too often is neglected.

"UNDERSTUDY" PLANS

One continuing, important problem of management is to be ready with a well-seasoned, trained man to fill a key position when the one who occupies it no longer is there, because of death or for some other reason. In the insurance business it is not unusual to find older men in key technical posts with no successors in training. For this reason an understudy program is vital. It is necessary to discover, develop and train initiative and leadership before the day it is called upon to fill a gap in the ranks. Both the psychology of "understudy" plans and the techniques for putting them into practice are covered in the training program.

Another interesting example of work simplification in one company concerned endorsements. The company handled a number of riders to contracts and seemed always in process of trying to get the rider signed by the

insured and returned to the home office. As a result of her training, one girl analyzed the riders and found there were two kinds, one simply a notification, the other requiring signature of insured. Both had been treated as requiring signature.

A new form was devised and a new type envelope developed that resembles airmail with a slogan outside: "This is important, please reply by return mail." The amendment states in essence that "I . . . understand that this policy is being amended." The form called for a witness and there was a self-addressed envelope for the return. Today 90% of the clerical work on endorsements has been eliminated.

Any employee can do constructive thinking, experience of the O'Tooles has demonstrated. In one insurer a typist noted that some agents were sending in too many names for circularizing. The company paid the major share of the cost of such mailings. Even with as little as a 2% return no agent who sent in 1,000 names a month could follow up each inquiry.

To cure the situation and establish a policy which would work satisfactorily for the future, a new plan was set up calling for qualification of names and a limit on the number submitted each month. Then the agent could reasonably be expected to follow up on the ones that answered. In the process, the typist conducted a test and discovered the company was getting no better returns on an expensive patented-type return envelope than on cheaper envelopes. The company is saving about \$2,000 a year by using the cheaper envelopes.

In another company, agents write in for supplies on a standard requisition form on which are listed all the things which the company supplies. The temptation to check off a lot of items the agent doesn't really need is great. A supervisor in this company figured out an automatic supply system, based on the agent's production record. Now each agent's supply of such material is replenished every three months. The agent can still requisition additional supplies by letter, but he has to think of it himself and he has to take the trouble to write a letter. This has saved the company \$3,000 a year in supplies.

One company used to allow agents to put up signs, the company to pay all or part of the cost, depending on the production of the agent. On investigation, the company found that most agents ordered road signs, largely because they were entitled to them. Investigation revealed that most of the agents preferred some other type of advertising. They didn't think they were getting much out of the road signs but were taking them because they were offered. They said they could use the same money to much better advantage in other ways, such as local newspaper advertising, etc. Today the company offers the same amount to the agent, but he can use it in the way he thinks will do him most good.

None of these savings in itself is sensational, but if in department after department a company has its people operating and thinking this way, expenses are reduced and controlled. This is the secret of true expense control, and is the basis for the O'Toole course in supervision training.

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N.A.I.C. Committee Appointments

(CONTINUED FROM PAGE 6)

—Knowlton, N. H., chairman; Brown, Tex., vice-chairman; Navarre, Mich.

Liaison Committee—Larson, Fla., zone 3, chairman; Bohlinger, N. Y., zone 1, vice-chairman; Crichton, W. Va., zone 2; Day, Ill., zone 4; Stone, Neb., zone 5; Sullivan, Wash., zone 6

Life Committee—Loggett, Mo., chairman; Allyn, Conn., vice-chairman; Kavanaugh, Cal.; Bohlinger, N. Y.; Butler, Tex.; Southall, Ky.; Day, Ill.; Nelson, Minn.; Maloney, Cal.; Fischer, Ia.; Graves, Ark.; Robinson, O.

Life subcommittee on war clauses—Southall, Ky., chairman; Fischer, Ia., vice-chairman; Butler, Tex.; Crichton, W. Va.; Bohlinger, N. Y.; Sullivan, Mass.

Social Security Committee—Gwaltney, Ala., chairman; Murphy, Del., vice-chairman; Jordan, D. C.; Hammel, Nev.; Jensen, N. D.; O'Connell, Ida.; White, Miss.; Dickey, Okla.; Chesney, Md.; Apodaca, N. M.; Mahoney, Me.; Rummage, Ariz.

Industry Social Security Committee—C. O. Pauley, H. & A. Underwriters Conference, chairman; W. Lee Shield, American Life Convention; Landon A. Knight, Royal Neighbors of America; Joseph P. Craugh, Utica Mutual; Bruce E. Shepherd, Life Insurance Assn. of America; Leslie P. Henry, American Mutual Liability; J. Dewey Dorsett, Assn. of Casualty & Surety Companies; J. F. Follman, Jr., Bureau of A. & H. Underwriters; Thomas Watters, Jr., National Board of Fire Underwriters.

Taxation and Real Estate Committee—Viehmenn, Ind., chairman; Holmes, Mont., vice-chairman; Taft, Wyo.; Murphy, Del.; Gwaltney, Jr., Ala.; Robinson, O.; Mitchell, S. D.; O'Connell, Ida.; Sullivan, Mass.

Unauthorized Insurance Committee—Southall, Ky., chairman; Stone, Neb., vice-chairman; Taft, Wyo.; Holmes, Mont.; Gaffney, N. J.; Mitchell, S. D.; Mahoney, Me.; Larson, Fla.; Day, Ill.; Murphy, Del.; Navarre, Mich.

Unauthorized Insurance subcommittee on life insurance solicitation over which has been ceded to federal government—Day, Ill., chairman; Gaffney, N. J.; Southall, Ky.

Valuation of Securities Committee—Bohlinger, N. Y., chairman; Stone, Neb., vice-chairman; Gaffney, N. J.; Fischer, Ia.; Sullivan, Wash.; Larson, Fla.; Allyn, Conn.; Leslie, Pa.; Sullivan, Mass.

Valuation of securities subcommittee—Allyn, Conn., chairman; Sullivan, Mass., vice-chairman; Gaffney, N. J.; Bohlinger, N. Y.

All-Industry Committee—John T. Byrne, American Institute of Marine Underwriters; Robert L. Hogg, American Life Convention; A. V. Gruhn, American Mutual Alliance; Floyd E. Jacobs, American Reciprocal Insurance Assn.; Hovey T. Freeman, Associated Factory Mutual Fire; Ray Murphy, Assn. of Casualty &

Surety Companies; Wendell Berge, Assn. of Insurance Advertisers; J. F. Follman, Jr., Bureau of A. & H. Underwriters; C. C. Fraizer, H. & A. Underwriters Conference; Harold Wayne Inland Marine Underwriters Assn.; Edward L. Williams, Insurance Executives Assn.; Bruce E. Shepherd, Life Insurance Assn. of America; Martin E. Williams, Life Insurers Conference; Carl P. Daniel, National Assn. of Casualty & Surety Agents; Henry Moser, National Assn. of Independent Insurers; John C. Stott, National Assn. of Insurance Agents; George S. Middleton, National Assn. of Insurance Brokers; Philip L. Baldwin, National Assn. of Mutual Insurance Agents; J. Raymond Berry, National Board of Fire Underwriters; Harry P. Cooper, Jr., National Assn. of Mutual Insurance Companies; Foster F. Farrell, National Fraternal Congress; Martin W. Lewis, Surety Assn. of America.

N.A.I.C. Zones—Zone 1, Allyn, Conn., chairman; Mahoney, Me.; Sullivan, Mass.; Knowlton, N. H.; Gaffney, N. J.; Bohlinger, N. Y.; Bliss, R. I.; Miller, W. Va.; Zone 2, Bowles, Va., chairman; Murphy, Del.; Jordan, D. C.; Chesney, Md.; Cheek, N. C.; Robinson, O.; Leslie, Pa.; Murphy, S. C.; Crichton, W. Va.

Zone 3, Allen, Tenn., chairman; Gwaltney, Jr., Ala.; Larson, Fla.; Cravey, Ga.; Southall, Ky.; Martin, La.; White, Miss.; Leggett, Mo.; Saldana, Puerto Rico.

Zone 4, Day, Ill., chairman; Viehmenn, Ind.; Fischer, Ia.; Navarre, Mich.; Nelson, Minn.; Jensen, N. D.; Mitchell, S. D.; Lange, Wis.

Zone 5, Graves, Ark., chairman; Kavanaugh, Cal.; Sullivan, Kan.; Stone, Neb.; Apodaca, N. M.; Dickey, Okla.; Butler, Tex.; Brown, Tex.; Gibbs, Tex.; Taft, Wyo.

Zone 6, Sullivan, Wash., chairman; Rummage, Ariz.; Maloney, Cal.; Brown, Hawaii; O'Connell, Ida.; Holmes, Mont.; Hammel, Nev.; Taylor, Ore.; Terry, U.

Reasons Explained for Termination Dividends

(CONTINUED FROM PAGE 3)

changed, all dependent on the company's future experience and the future action taken by the company's trustees.

Most companies do not pay termination dividends, because of a different theoretical approach to the subject. They believe that the contingency fund is for the protection of the company as a whole as a going concern or that there can be no exact allocation of the intricate contingency fund to specific policies.

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*"I can afford to
be cantankerous!"*

Showing alert young people
how to become independent
elderly people is one happy
duty of the life insurance
salesman. No wonder he is a
respected and welcome mem-
ber of his community.

"Ever notice how they praise a *young* man — call him smart, aggressive, independent, a 'live wire'? Let him put a lot of years behind him, and the same traits become 'cantankerous.' Well — I figure it's just plain *unnatural* for a fellow like me — who's run his own life for half a century to play second fiddle to young folks with young ways. If the grandchildren get in my hair, I go back to my own place. If cold winds become disagreeable, I go and fish in the sun. Thanks to luck, hard work and a persistent life insurance salesman with a smart Retirement Insurance Plan — I can *afford* to be cantankerous. Funny thing, too . . . my kids seem to *like* me that way!"

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From coast to coast, here they are:

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Listed here are 89 good reasons why no company excels this one in *old customers coming back for more*. The *general agents* heading these organizations are men whose qualities of leadership and personal ability are outstanding. Each has been chosen from within this Company. As for the *individual agents*—123 won membership last year in the MILLION-DOLLAR ROUND TABLE . . . and 262 have earned the degree of CHARTERED LIFE UNDERWRITER.

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Grand Rapids
Bruce W. Gilmore

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Kalamazoo
Ralph W. Emerson
Marquette
J. Rex DeHaas

MINNESOTA

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William C. Dunbar
Mankato
S. A. Erickson

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St. Louis
J. Harry Veatch

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Billings
Arthur W. Miller

NEBRASKA

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Milton Koch

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